



# Resilience to be Excellence

Ketangguhan Menuju Keunggulan



 elnusa

ELSA REGENT



## **"Resilience to be Excellence"**

Ketangguhan Menuju Keunggulan

Tekanan bertubi menghantam industri migas bahkan berdampak pada perekonomian nasional dan dunia. Doa dan daya upaya yang dibarengi dengan inovasi dan strategi portofolio telah menyelamatkan perusahaan. Ketangguhan yang menunjukkan keunggulan perusahaan untuk terus berkontribusi bagi negeri.

The pressure has repeatedly hit the oil and gas industry and has impacted the national and global economies. Prayers and efforts following by innovation and portfolio strategy has saved the Company. Resilience that shows the excellence of the Company to continue contributing to the Country.







# GLOSARIUM

## GLOSSARY

Singkatan Abbreviation	Definisi Definition
2D	Dua Dimensi/ Two Dimension
3D	Tiga Dimensi/ Three Dimension
AGMS	Annual General Meeting of Shareholders
APBN	Anggaran Pendapatan dan Belanja Negara/ State Budget
APMS	Agen Premium Minyak Solar/ Premium Diesel Fuel Agent
ARA	Annual Report Award
AS/US	Amerika Serikat/ United States
ASEAN	Association of South East Asia Nation
AVO	Amplitude Versus Offset
AWB	Accomodation Work Barge
B3	Bahan Berbahaya dan Beracun/ Hazardous and Toxic Materials
BAPEPAM	Badan Pengawas Pasar Modal/ Capital Market Supervisory Agency
Bapepam-LK	Badan Pengawasan Pasar Modal - Lembaga Keuangan/ Capital Market Supervisory Agency - Financial Institution
BBK	Bahan Bakar Khusus/ Special Fuels
BBM	Bahan Bakar Minyak/ Oil Fuel
BBMK	Bahan Bakar Minyak Khusus/ Special Fuels
BEI/IDX	PT Bursa Efek Indonesia/ Indonesia Stock Exchange
BEST	Beasiswa Terpadu/ Integrated Scholarship
BI	Bank Indonesia
BNI Syariah	Bank Negara Indonesia Syariah/ Indonesian State Bank-Sharia
BUMN/ SOE	Badan Usaha Milik Negara/ State-Owned Enterprise
CBM	Coal Bed Methane
CIP	Contionus Improvement Program
CMT	Cementing Service
CoC	Standar Etika/ Code of Conduct
COSO	Committee of Sponsoring Organizations
CSR	Corporate Social Responsibility
CTU	Coiled Tubing Unit
DFS	Drilling Fluid Services
DMS	Document Management System
DPPU	Depot Pengisian Pesawat Udara/ Aircraft Filling Depot
EBITDA	Earning Before Interest, Tax, Depreciation and Amortization
EER	Elnusa Emergency Response
EFK	PT Elnusa Fabrikasi Konstruksi
ELSA	Kode Saham Elnusa/ Elnusa Ticker Code

Singkatan Abbreviation	Definisi Definition
EPC	Engineering, Procurement & Construction
EPN	PT Elnusa Petrofin
EPS	Elnusa Petroleum School
ERM	Enterprise Risk Management
ESDM	Kementerian Energi dan Sumber Daya Mineral/ Ministry of Energy and Mineral Resources
ESOP	Employee Stock Option Plan
ETSA	PT Elnusa Trans Samudera
EWL	Electric Wireline Logging
FAME	Fatty Acid Methyl Ester
GCG	Good Corporate Governance
GDL	Geo Data Acquisition Land
GDM	Geo Data Acquisition Transition Zone & Marine Zone & Marine
GDP	Geo Data Processing
GGR	Geology, Geophysics and Reservoir
GPS	Global Positioning System
GRI	Global Reporting Initiative
GMS	General Meeting of Shareholders
H2S	Hydrogen Sulfide
HAGI	Himpunan Ahli Geofisika Indonesia/ Indonesia Association of Geophysicists
HRIS	Human Resources Information System
HSSE	Health, Safety, Security & Environment
HWU	Hydraulic Workover Unit
IAI	Ikatan Akuntan Indonesia/ Institute of Indonesia Chartered Accountants
IAGI	Ikatan Ahli Geologi Indonesia/ Indonesian Association of Geologist
ICBC	Industrial and Commercial Bank of China
ICP	Indonesia Crude Price
ICT	Information Communication Technology
IFRS	International Financial Reporting Standard
IHSG	Indeks Harga Saham Gabungan/ IDX Composite
IIA	The Institute of Internal Auditor
IMF	International Monetary Fund
IPO	Penawaran Umum Saham Perdana/ Initial Public Offering
ISO	International Organization for Standardization
LCT	Landing Craft Tank
LHA	Laporan Hasil Audit/ Audit Report
LPG	Liquefied Petroleum Gas
LTI	Lost Time Injury
MEA	Masyarakat Ekonomi ASEAN/ ASEAN Economic Community

Singkatan Abbreviation	Definisi Definition
Migas	Minyak dan Gas/ Oil and Gas
MLU	Mud Logging Unit
MOR	Marketing Operation Region
MPP	Masa Persiapan Pensiun/ Retirement Preparation Period
MSOP	Management Stock Option Pan
NPM	Net Profit Margin
O&M	Operation & Maintenance
OCTG	Oil Country Tubular Goods
OHS	Occupational Health and Safety
OHSAS	Occupational Health and Safety Assessment System
OJK	Otoritas Jasa Keuangan/ Financial Services Authority
ONH	Ongkos Naik Haji/ Pilgrimage Cost Assistance
OPEC NGLS	Organizations of the Petroleum Exporting Countries Natural Gas Liquid
OPM	Operating Profit Margin
P/B	Price to Book
P/E	Price to EPS
Permen	Peraturan Menteri/ Ministerial Regulation
Perseroan	PT Elnusa Tbk/ The Company
Pertamina	PT Pertamina (Persero)
PEP	PT Pertamina EP
PHE	PT Pertamina Hulu Energi
PHE ONWJ	PT Pertamina Hulu Energi Offshore North West Java
PHE WMO	PT Pertamina Hulu Energi West Madura Offshore
PHM	Pertamina Hulu Mahakam
POMS	Production and Operation Maintenance Services
PKAT	Program Kerja Audit Tahunan/ Annual Audit Work Program
PNBP	Penerimaan Negara Bukan Pajak/ Non-Tax Revenue
PP	Peraturan Perusahaan/ Company Regulations
PPh	Pajak Penghasilan/ Income Tax
PPN	Pajak Pertambahan Nilai/ Value Added Tax
PSAK	Pernyataan Standar Akuntansi Keuangan/ Statement of Financial Accounting Standards
PUMP	Pumping Services
RJPP	Rencana Jangka Panjang Perusahaan/ The Company's Long-term Plan
RKAP	Rencana Kerja dan Anggaran Perusahaan/ Work Plan and Budget
ROA	Return on Assets
ROE	Return on Equity

Singkatan Abbreviation	Definisi Definition
RUPS	Rapat Umum Pemegang Saham / General Meeting of Shareholder
SAK	Standar Akuntansi Keuangan/ Financial Accounting Standards
SCU	PT Sigma Cipta Utama
SDM/ HR	Sumber Daya Manusia/ Human Resources
SEOJK	Surat Edaran Otoritas Jasa Keuangan/ Circular Letter of the Financial Services Authority
SK	Surat Keputusan/ Decision Letter
SKK Migas	Satuan Kerja Khusus Pelaksana Kegiatan Usaha Hulu Minyak dan Gas Bumi/ Special Unit Taskforce of Oil and Gas
SPOB	Self Propelled & Oil Barge
SL	Slickline Services
SMBCI	Sumitomo Mitsui Banking Corp
SOP	Standard Operating Procedures
SPBB	Stasiun Pengisian Bahan Bakar Bunker/ Bunker Fuel Filling Stations
SPBE	Stasiun Pengisian Bulk LPG/ Bulk LPG Filling Stations
SPBU	Stasiun Pengisian Bahan Bakar Umum/ Gas Station
SPE	Serikat Pekerja Elnusa/ Labor Unions Elnusa
SPK	Sistem Pengelolaan Kerja/ Performance Management System
TBBM	Terminal Bahan Bakar Minyak/ Fuel Terminal
TBE	Taman Belajar Elnusa/ Elnusa Learning Park
THM	Tabung Hikmah Mandiri/ Hikmah Mandiri Tube
THR	Tunjangan Hari Raya/ Religious Holiday Allowance
TZ	Transition Zone
US\$	United States Dollar/ Dolar Amerika
UU	Undang-Undang/ Law
UUPT	Undang-Undang Perseroan Terbatas/ Limited Liability Company Law
UTD	Ulang Tahun Dinas/ Service Anniversaries
VHS	Vendor Held Stock
VICO	PT Vico Indonesia
VTMS	Vessel Traffic Management and Information System
WBS	Whistleblowing System
WB	Working Barge
WK	Wilayah Kerja/ Working Area
WP & B	Work Program and Budget
WT	Well Testing Service
WTI	West Texas Intermediate

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01

KILAS KINERJA  
Performance Highlights



# KILAS KINERJA 2020

## 2020 PERFORMANCE HIGHLIGHTS



Laba Bersih Konsolidasi Elnusa pada tahun 2020 tercatat sebesar Rp249 miliar, pencapaian yang patut disyukuri dengan kondisi perekonomian yang terdampak *triple shock*.

Elnusa's Consolidated Net Profit in 2020 amounting to Rp249 billion, an achievement to be grateful for economic conditions affected by the triple shock.







## IKHTISAR DATA KEUANGAN PENTING

### KEY FINANCIAL HIGHLIGHTS

#### Laba (Rugi) dan Penghasilan Komprehensif Lain Konsolidasian

##### Consolidated Profit (Loss) and Other Comprehensive Income

Dalam Jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless Otherwise Stated

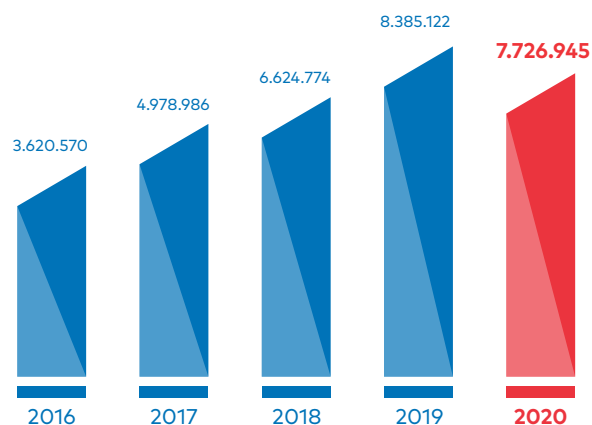
Uraian Description	2020	2019	2018	2017	2016	Pertumbuhan Growth
						2019-2020
						(%)
Pendapatan Revenue	7.726.945	8.385.122	6.624.774	4.978.986	3.620.570	-8%
Jasa Distribusi dan Logistik Energi Energy Distribution and Logistics Services	3.786.529	4.364.089	3.695.856	2.504.832	1.585.917	-13%
Jasa Hulu Migas Terintegrasi Integrated Upstream Oil and Gas Services	3.760.934	3.847.015	2.636.121	2.267.287	1.849.244	-2%
Jasa Penunjang Migas Oil and Gas Support Services	1.409.031	988.663	292.797	206.867	185.409	43%
Beban Pokok Pendapatan Cost of Revenue	(6.984.472)	(7.514.040)	(5.972.680)	(4.400.484)	(3.005.985)	-7%
Laba Bruto Gross profit	742.473	871.082	652.094	578.502	614.585	-15%
Laba (Rugi) Operasi Profit (Loss) of Operation	437.247	533.681	380.775	344.540	418.877	-19%
EBITDA EBITDA	1.160.509	966.064	767.220	712.473	723.098	20%
Beban Keuangan* Financial Costs	(132.199)	(40.490)	(90.092)	(19.852)	(24.266)	168%
Laba (Rugi) Tahun Berjalan Profit (Loss) for the Year	249.085	356.477	276.316	250.754	316.066	-30%
Laba (Rugi) Komprehensif Tahun Berjalan Comprehensive Profit (Loss) for the Year	253.048	345.625	288.075	238.473	318.798	-27%
Laba (Rugi) Tahun Berjalan yang Dapat Diatribusikan kepada: Profit (Loss) for the Year Attributable to:						
- Pemilik Entitas Induk - Owner of Parent Entity	253.045	345.622	276.314	247.140	310.911	-30%
- Kepentingan Non Pengendali - Non-controlling Interests	3	3	2	3.614	5.155	0%
Jumlah Total	249.085	356.477	276.316	250.754	316.066	-30%
Laba (Rugi) Komprehensif yang Dapat Diatribusikan kepada: Comprehensive Profit (Loss) Attributable to:						
- Pemilik Entitas Induk - Owner of Parent Entity	253.045	345.622	276.314	234.865	313.643	-30%
- Kepentingan Non Pengendali - Non-controlling Interests	3	3	2	3.608	5.155	0%
Jumlah Total	253.045	345.622	276.316	238.473	318.798	-30%
Laba (Rugi) Bersih per Saham Dasar (Nilai Penuh) Net Profit (Loss) per Share (Full Amount)	34,1	48,8	37,9	33,9	42,6	-30%

\* ) Beban keuangan yang tercantum dalam Laporan ini tanpa (rugi) selisih kurs atas pinjaman.

\*) The financial costs stated in this report are excluded (loss) the foreign exchange difference on loans.

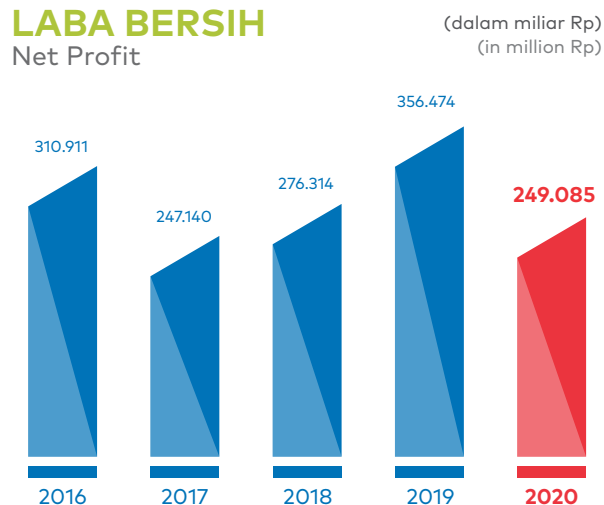
## PENDAPATAN

Revenue



## LABA BERSIH

Net Profit

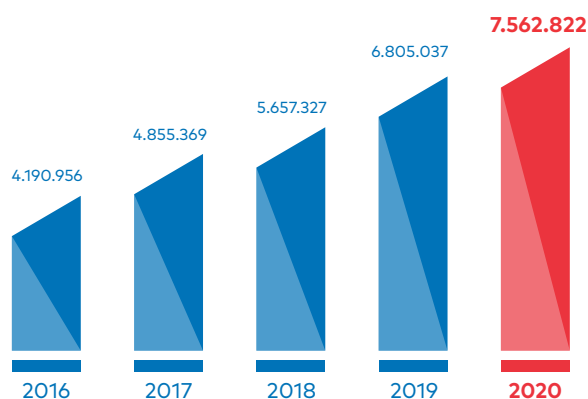
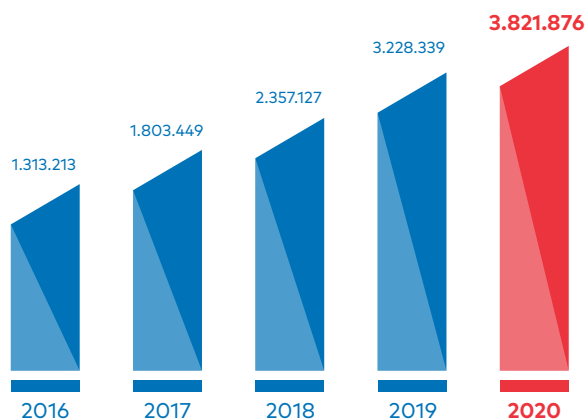


## Posisi Keuangan Konsolidasian

Consolidated Financial Position

Dalam Jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless Otherwise Stated

Uraian Description	2020	2019	2018	2017	2016	Pertumbuhan Growth
						2019-2020
						(%)
Aset Lancar Current Assets	4.217.325	3.698.370	3.158.507	2.379.465	1.865.116	14%
Aset Tetap dan Properti Investasi - Neto Fixed Assets and Investment Property - Net	1.863.738	1.871.197	1.787.847	1.621.184	1.664.747	-1%
Jumlah Aset Total Assets	7.562.822	6.805.037	5.657.327	4.855.369	4.190.956	11%
Liabilitas Jangka Pendek Current Liabilities	2.573.467	2.504.335	2.116.898	1.757.781	1.254.181	3%
Liabilitas Jangka Panjang Non-current Liabilities	1.248.409	724.004	240.229	45.668	59.032	72%
Jumlah Liabilitas Total Liabilities	3.821.876	3.228.339	2.357.127	1.803.449	1.313.213	19%
Utang Berbunga Interest Bearing Debt	1.753.456	1.127.040	821.415	697.268	549.770	56%
Ekuitas Equity	3.740.946	3.576.698	3.300.200	3.051.920	2.877.743	4%
Modal Kerja - Neto Working Capital - Net	1.643.858	1.194.035	1.041.609	621.684	610.935	37%

**JUMLAH ASET**  
Total Assets(dalam miliar Rp)  
(in million Rp)**JUMLAH LIABILITAS**  
Total Liabilities(dalam miliar Rp)  
(in million Rp)**Arus Kas Konsolidasian**  
Consolidated Statements of Cash Flow

Dalam Jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless Otherwise Stated

Uraian Description	2020	2019	2018	2017	2016	Pertumbuhan Growth
						2019-2020
						(%)
Kas Bersih yang Diperoleh dari Aktivitas Operasi Net Cash Provided by Operating Activities	943.928	575.797	344.756	395.459	447.139	64%
Kas Bersih yang Diperoleh dari (Digunakan untuk) Aktivitas Investasi Net Cash Provided by (Used in) Investing Activities	(483.159)	(671.113)	(586.671)	(358.506)	(295.227)	-28%
Kas Bersih yang Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan Net Cash Provided by (Used in) Financing Activities	(86.746)	239.286	37.374	119.698	(312.200)	-136%
Kas dan Setara Kas pada Akhir Tahun Cash and Cash Equivalent at the End of the Year	1.231.867	856.122	719.457	902.563	744.387	44%



## Rasio-Rasio Keuangan

### Financial Ratios

Dalam Jutaan Rupiah, kecuali dinyatakan lain | In million Rupiah, unless Otherwise Stated

Uraian Description	2020	2019	2018	2017	2016	Pertumbuhan Growth
						2019-2020
						(%)
Margin Laba Bruto Gross Profit Margin	9,61%	10,44%	9,84%	11,62%	16,97%	-9%
Margin Laba Operasi Operating Profit Margin	5,66%	6,36%	5,75%	6,92%	11,57%	-12%
Margin Laba Bersih** Net Profit Margin**	3,22%	4,35%	4,17%	4,96%	8,59%	-26%
Margin Laba Bersih Tanpa Laba (Rugi) Penjualan Aset Tetap*** Net Profit Margin Excluded Gain (Loss) Sale of Fixed Assets***	3,29%	4,35%	4,19%	4,98%	8,55%	-24%
Margin EBITDA EBITDA Margin	15,02%	11,52%	11,58%	14,31%	19,97%	30%
Rasio Lancar Current Ratio	1,62	1,48	1,49	1,35	1,49	11%
Perputaran Total Aset Total Asset Turnover	102,14%	123,22%	117,10%	102,55%	86,39%	-17%
Imbal Hasil Aset Return on Assets	3,29%	5,24%	4,88%	5,09%	7,42%	-37%
Imbal Hasil Ekuitas Return on Equity	6,66%	9,97%	8,37%	8,10%	10,80%	-33%
Utang Berbunga/Ekuitas Interest Bearing Debt/Equity	0,47	0,32	0,25	0,23	0,19	49%
Utang Berbunga/Jumlah Aset Interest Bearing Debt/Total Assets	0,23	0,17	0,15	0,14	0,13	40%
Utang Berbunga/EBITDA Interest Bearing Debt/EBITDA	1,51	1,17	1,07	0,98	0,76	30%
EBITDA/Beban Keuangan EBITDA/Interest Expense	8,78	23,86	8,52	35,89	29,80	-55%
Jumlah Liabilitas/Ekuitas Total Liabilities/Equity	1,0	0,9	0,7	0,6	0,5	13%
Jumlah Liabilitas/Aset Total Liabilities/Assets	0,51	0,47	0,42	0,37	0,31	7%
Kas Neto yang Diperoleh dari Aktivitas Operasi/Laba Bersih Net Cash Provided by Operating Activities/ Net Income	3,73	1,67	1,25	1,68	1,43	135%
Kas Neto yang Diperoleh dari Aktivitas Operasi/Kas dan Setara Kas pada Akhir Tahun Net Cash Provided by Operating Activities/Cash and Cash Equivalents at the End of the Year	0,77	0,67	0,48	0,44	0,60	14%
Kas dan Setara Kas pada Akhir Tahun/Utang Berbunga Cash and Cash Equivalents at the End of the Year/ Interest Bearing Debt	0,70	0,76	0,88	1,29	1,35	-8%
Laba Bersih/Jumlah Karyawan Net Profit/Number of Employees	106,72	214,44	156,64	139,55	180,55	-50%

\*\* Perhitungan margin laba bersih yang tercantum dalam laporan ini menggunakan Laba Tahun yang Berjalan yang Dapat Diatribusikan kepada Pemilik Entitas Induk.

\*\*\* Perhitungan Margin Laba Bersih Tanpa Laba (Rugi) Penjualan Aset Tetap yang tercantum dalam laporan ini menggunakan Laba Tahun Berjalan yang dapat Diatribusikan kepada Pemilik Entitas Induk - Tanpa Laba (Rugi) Penjualan Aset Tetap.

\*\* Net profit margin in this reports is calculated using the Profit for the Current Year Attributable to Owners of the Parent Entity.

\*\*\* Net Profit Margin Excluded Gain (Loss) on Sale of Fixed Assets in this reports is calculated using the Profit for the Current Year Attributable to Owners of the Parent Entity Excluded Gain (Loss) on Sale of Fixed Assets.

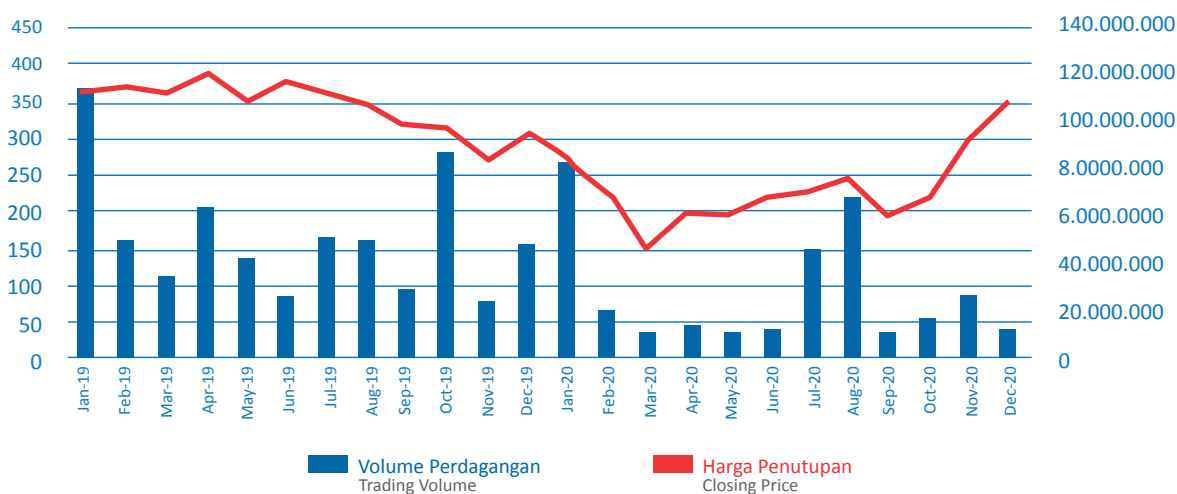
IKHTISAR SAHAM  
SHARE HIGHLIGHTS

Kuartal Quarter	Jumlah Saham Beredar (Lembar) Number of Shares Outstanding (Sheet)	Kapitalisasi Pasar (Rp) Market Capitalization	Harga Pembukaan (Rp) Opening price	Harga Tertinggi (Rp) The Highest Price	Harga Terendah (Rp) The Lowest Price	Harga Penutupan (Rp) Closing Price	Harga Rata-Rata (Rp) Average Price	Volume Perdagangan (Lembar) Trading Volume (Sheet)	Valuasi Valuation
Triwulan 1 2019 Quarterly 1 2019	7.298.500.000	2.627.460.000.000	340	408	336	360	370	11.425.200	4.113.072.000
Triwulan 2 2019 Quarterly 2 2019	7.298.500.000	2.758.833.000.000	366	410	332	378	365	12.943.600	4.892.680.800
Triwulan 3 2019 Quarterly 3 2019	7.298.500.000	2.335.520.000.000	378	392	320	320	348	11.327.500	3.624.800.000
Triwulan 4 2019 Quarterly 4 2019	7.298.500.000	2.233.341.000.000	320	336	272	306	310	13.205.000	4.040.730.000
Triwulan 1 2020 Quarterly 1 2020	7.298.500.000	1.102.073.500.000	306	338	124	151	243	30.669.456	4.631.087.789
Triwulan 2 2020 Quarterly 2 2020	7.298.500.000	1.605.670.000.000	155	244	139	220	208	74.109.148	16.304.012.621
Triwulan 3 2020 Quarterly 3 2020	7.298.500.000	1.415.909.000.000	222	260	192	194	231	60.351.718	11.708.233.242
Triwulan 4 2020 Quarterly 4 2020	7.298.500.000	2.569.072.000.000	195	392	194	352	272	129.825.020	45.698.407.159

Harga Penutupan dan Volume Perdagangan ELSA 2019-2020  
ELSA Closing Prices and Trading Volume in 2019-2020

Bulan Month	Harga Penutupan Closing Price	Volume Perdagangan Trading Volume
Jan-19	364	83.395.400
Feb-19	368	20.527.800
Mar-19	360	11.425.200
Apr-19	386	13.787.100
May-19	348	11.162.100
Jun-19	378	12.943.600
Jul-19	360	46.716.900
Aug-19	346	69.524.200
Sep-19	320	11.327.500
Oct-19	314	18.223.200
Nov-19	272	27.676.600
Dec-19	306	13.205.000
Jan-20	272	15.398.600
Feb-20	226	27.082.100
Mar-20	151	22.454.400
Apr-20	196	107.052.700
May-20	197	40.767.400
Jun-20	220	27.969.100
Jul-20	228	22.598.300
Aug-20	244	82.785.600
Sep-20	194	31.221.900
Oct-20	212	11.531.600
Nov-20	294	408.404.600
Dec-20	352	52.600.000

Grafik Harga Penutupan dan Volume Perdagangan ELSA 2019-2020  
Closing Price & Trading Volume Chart ELSA 2019-2020



## INFORMASI TENTANG KINERJA SAHAM

Tahun 2020 mungkin bisa dikatakan sebagai salah satu tahun yang akan diingat sepanjang peradaban manusia modern. Pandemi Virus Covid-19 telah merubah tatanan kehidupan di hampir seluruh aspek kehidupan termasuk ekonomi dan pasar keuangan global. Hal ini turut berdampak kepada pasar keuangan yang teramat fluktuatif pergerakannya di sepanjang tahun.

Indeks saham acuan Amerika Serikat (AS) yaitu Dow Jones Industrial Average (DJIA) dan S&P 500 yang terus mencatatkan kenaikan sejak 2019 harus terhenti di pertengahan Februari 2020 akibat memburuknya kasus Virus Covid-19 di seluruh belahan dunia. Kejatuhan indeks global tersebut yang terjun bebas tersebut memang hanya berlangsung selama satu bulan hingga akhir Maret 2020. Setelah itu pasar global mampu *rebound* bahkan kembali mencatatkan rekor kenaikan sebelum pandemi dan ditutup pada level 30,606.5 dan 3,756.0 untuk DJIA dan S&P 500 pada akhir tahun 2020.

Perekonomian nasional termasuk pasar keuangan juga mendapatkan sentimen dan pergerakan yang hampir sama dengan situasi global. Sentimen pandemi ini yang meluluhlantakkan IHSG ke titik terendah yaitu 3,937.6 pada 24 maret 2020. Level yang terakhir kali disentuh pada 7 – 8 tahun silam sehingga membuat kepanikan bagi setiap pelaku pasar. Kepanikan ini juga tercermin dari yield obligasi 10 tahun Pemerintah yang naik tajam mencapai 8,3%, di banding sebulan sebelumnya yang berada pada kisaran 6,5%.

## INFORMATION ABOUT STOCK PERFORMANCE

2020 may be one of the remembered year throughout modern human civilization. The Covid-19 pandemic has changed almost all aspects of life, including the global economy and financial markets. This also had an impact on financial markets, which were extremely volatile throughout the year.

The benchmark stock index of the United States (US), namely Dow Jones Industrial Average (DJIA) and the S&P 500, which has continued to record increases since 2019, was stopped in mid-February 2020 due to worsening cases of the Covid-19 virus throughout the world. The free fall of the global index only lasted for one month until the end of March 2020. Then, the global market was able to rebound and even recorded increases before the pandemic and closed at the level of 30.606,5 and 3.756,0 for the DJIA and S&P 500 at the end of 2020.

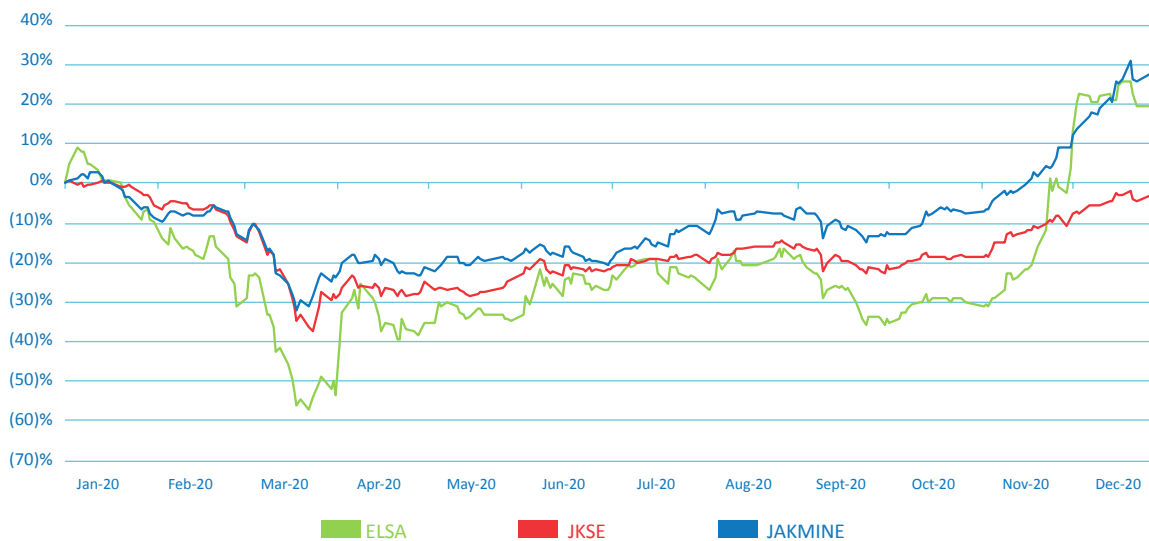
The national economy, including the financial market, also received a similar sentiment and movement with the global situation. This pandemic sentiment hit the JCI to its lowest point of 3.937,6 on March 24, 2020. The same level with the last 7 - 8 years ago, created panic for market players. This panic was also reflected in the 10-year Government bond yield which increased sharply to 8.3%, compared to a month earlier which was in the range of 6.5%.



Pandemi ini terus membayangi pasar modal hingga akhirnya IHSG mulai mengalami tanda perbaikan pada akhir kuartal ketiga tahun 2020. Tepat pada tanggal 1 Oktober 2020, IHSG mampu rebound dari level 4,870 dan terus mengalami rally hingga kembali ditutup pada level 5,979.0 di akhir Desember 2020 atau turun 5% di banding posisi pembukaan pada awal tahun.

This pandemic continued to overshadow the capital market until finally the JCI began to experience an improvement at the end of the third quarter of 2020. On October 1, 2020, the JCI was able to rebound from the level of 4.870 and continued to rally until it closed at the level of 5.979,0 at the end of December 2020 or decreased by 5% compared to the opening position at the beginning of the year.

ELSA JKSE JAKMINE



Kondisi berbeda dialami oleh indeks saham pertambangan (Jakmine) di sepanjang tahun 2020. Di awal tahun Jakmine memiliki sentiment yang sama dengan IHSG namun pada akhirnya mampu rebound jauh lebih baik hingga akhir tahun. Baiknya momentum Jakmine ini tidak lepas dari membaiknya harga komoditas global seperti batubara, nikel, timah, emas termasuk minyak dan yang berdampak pada naiknya saham-saham pertambangan. Indeks Jakmine ditutup pada level 1,915.5 atau tumbuh 25% di banding awal tahun 2020.

The mining stock index (Jakmine) experienced different conditions throughout 2020. At the beginning of the year, Jakmine had the same sentiment as the JCI but then, Jakmine was able to rebound much better until the end of the year. The good momentum of Jakmine is inseparable from the improvement in global commodity prices such as coal, nickel, tin, gold, including oil and which have an impact on the increase of mining stocks. The Jakmine Index closed at the level of 1,915.5 or grew 25% compared to the beginning of 2020.

Beralih ke saham ELSA, tahun 2020 ELSA membukukan hasil akhir yang lebih baik di banding tahun sebelumnya, meskipun sempat jatuh cukup dalam di awal tahun sebagai dampak dari sentiment pandemic global dan juga penurunan kinerja fundamental Perusahaan di kuartal I 2020. Membuka perdagangan 2020 pada posisi Rp306, ELSA masih menunjukkan sinyal negatif hingga mencapai titik terendah pada Maret 2020 dengan jatuhnya ELSA ke level Rp129. Level yang sebelumnya pernah disentuh saat tahun pertama *go public* sekaligus tahun di mana krisis *subprime mortgage* 2008 terjadi.

Meanwhile, in 2020 ELSA stocks recorded better final results than the previous year, even though it was decreased sharply at the beginning of the year due to the global pandemic sentiment and also the decline in the Company's fundamental performance in the first quarter of 2020. Opened 2020 trading at the position of Rp306, ELSA was still showed a negative signal until reached its lowest point in March 2020 to the level of Rp129. The level that had previously been recorded in the first year of going public, and was the time when the 2008 subprime mortgage crisis occurred.

Seiring penguatan IHSG pada akhir bulan Maret Elsa juga mampu mencatatkan pembalikan arah

As the JCI strengthened at the end of March, Elsa was also able to recorded a reversal even though it

meskipun masih ditutup pada Rp151 di kuartal I/2020. Volume rata-rata perdagangan sejak awal tahun 2020 ini sudah meningkat signifikan menjadi sebesar 31 juta lembar di banding tahun sebelumnya yang hanya sebesar 13 juta lembar saham.

Sepanjang kuartal II dan III 2020 pergerakan saham ELSA relatif *sideways* pada *range* sempit Rp139 hingga Rp260. Namun volume pergerakan harian meningkat cukup pesat menjadi Rp67 juta lembar saham jika di banding kan dengan kuartal pertama atau bahkan tahun sebelumnya. Kinerja fundamental Elnusa juga menurun jika di banding kan tahun 2019 di mana per September 2020 pendapatan usaha dan laba Perusahaan dibukukan sebesar Rp5,7 triliun dan Rp187 miliar atau turun 2,6% dan 21,5%.

Pergerakan saham ELSA baru menunjukkan peningkatan signifikan memasuki kuartal IV/2020 seiring dengan meningkatnya optimisme pasar keuangan termasuk IHSG. Pada periode Oktober hingga Desember ini tingkat harga terendah ELSA adalah Rp194 dan harga tertinggi Rp392 di bulan Desember sekaligus merupakan level harga tertinggi sepanjang tahun. Volume pergerakan harian rata-rata tahun 2020 pun meningkat lima kali lipat menjadi 74 juta lembar saham di banding 12 juta lembar saham tahun sebelumnya.

Kinerja fundamental Elnusa secara full year 2020 menurun di banding tahun 2019 terutama pada sisi laba bersih yang mengalami penurunan sebesar 30% y-o-y menjadi Rp249 miliar. Pendapatan usaha mencatatkan penurunan 8% y-o-y di banding tahun sebelumnya menjadi sebesar Rp7,7 triliun. Penurunan kinerja Elnusa di tahun 2020 ini merupakan dampak dari *triple shock* yang dialami Perusahaan sepanjang tahun yaitu penurunan harga minyak mentah dunia, fluktuasi nilai rupiah di banding US dollar dan juga pandemic Covid-19 yang memukul *demand industry*.

was still closed at Rp151 in the first quarter of 2020. The average trading volume since the beginning of 2020 has increased significantly to 31 million shares compared to the previous year which was only 13 million shares.

During the second and third quarters of 2020, ELSA's stock movement was relatively sideways in a narrow range of Rp139 to Rp260. However, the daily movement volume increased quite rapidly to Rp67 million shares when compared to the first quarter or even the previous year. Elnusa's fundamental performance also decreased when compared to 2019, as of September 2020, the Company's operating revenues and profits were recorded at Rp5.7 trillion and Rp187 billion, decreased by 2.6% and 21.5%.

The movement of ELSA stocks showed a significant increase in the fourth quarter of 2020 in line with increasing optimism on the financial market, including the JCI. In October to December period, ELSA's lowest price level was Rp194 and the highest price was Rp392 in December, which is the highest price level throughout the year. The average daily movement volume in 2020 also increased five times to 74 million shares compared to 12 million shares in the previous year.

Elnusa's fundamental performance in full year 2020 decreased compared to 2019, especially in net profit, which decreased by 30% y-o-y to Rp249 billion. Operating revenues recorded a decrease of 8% y-o-y compared to the previous year to Rp7.7 trillion. The decline in Elnusa's performance in 2020 was the impact of the triple shock experienced by the Company throughout the year, among others the decline in world crude oil prices, fluctuations in the value of the rupiah compared to the US dollar and also the Covid-19 pandemic that hit industrial demand.

ELSA JKSE JAKMINE





Secara keseluruhan kinerja saham ELSA pada penutupan perdagangan tahun 2020 mengalami peningkatan sebesar 17% sehingga ditutup pada harga Rp352 di banding pembukaan awal tahun yang sebesar Rp302. Kapitalisasi pasar ELSA pada akhir tahun 2020 sebesar Rp2,5 triliun di banding Rp2,2 triliun tahun sebelumnya.

Secara valuasi multiple harga, di akhir tahun 2020 dengan Earnings Per Share sebesar Rp34 per lembar maka saham ELSA memiliki nilai P/E sebesar 7 kali dan P/B sebesar 0,7 kali. Nilai yang sebetulnya sangat menarik dan merupakan nilai yang *undervalue* bagi investor mengingat ELSA merupakan Perusahaan jasa energi utama di Indonesia yang masih memiliki potensi pertumbuhan yang tidak dimiliki Perusahaan lain sejenis di Indonesia.

Thus, ELSA's stock performance at the close of trading in 2020 increased by 17% closing at Rp352 compared to the opening price at the beginning of the year which was Rp302. ELSA's market capitalization at the end of 2020 was Rp2.5 trillion compared to the previous year of Rp2.2 trillion.

In multiple price valuations, at the end of 2020 with Earnings Per Share of Rp34 per share, ELSA shares have a P/E value of 7 times and P/B of 0.7 times. The very attractive value and is an undervalued for investors considering that ELSA is the main energy services company in Indonesia which still has the potential to grow that other similar companies in Indonesia does not have.

## INFORMASI TENTANG AKSI KORPORASI

### INFORMATION ON CORPORATE ACTION

Tidak terdapat aksi korporasi seperti aksi pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), saham bonus, maupun penurunan nilai nominal saham, dalam dua tahun terakhir.

There was no corporate actions such as stock split, reverse stock, bonus shares, or a decrease in the nominal value of shares in the last two years.

## INFORMASI TENTANG OBLIGASI, SUKUK, ATAU OBLIGASI KONVERSI

### INFORMATION ON BONDS, SUKUK, OR CONVERTIBLE BONDS

Perseroan menerbitkan Sukuk Ijarah Berkelanjutan 1 Tahap ke satu 2020 (Sukuk) senilai Rp700 miliar untuk jangka waktu 5 tahun dengan cicilan imbal hasil ijarah sebesar 9% per tahun. Penawaran Sukuk ini didukung oleh empat penjamin emisi yaitu Mandiri Sekuritas, Danareksa Sekuritas, Indo Premier Sekuritas dan Trimegah Sekuritas. Sukuk ini secara resmi dicatatkan di Bursa Efek Indonesia (BEI) tanggal 12 Agustus 2020.

The Company issued Sustainable Sukuk Ijarah 1 Phase I in 2020 (Sukuk) amounted to Rp700 billion for 5 years with ijarah installment yield of 9% per year. This Sukuk Offering was supported by four underwriter as follows Mandiri Sekuritas, Danareksa Sekuritas, Indo Premier Sekuritas, and Trimegah Sekuritas. This sukuk was officially listed in Indonesian Stock Exchange (IDX) on August 12, 2020.

## PERISTIWA PENTING DI 2020

### SIGNIFICANT EVENTS IN 2020



7 Januari 2020 | January 7, 2020

Perseroan melalui Anak Usahanya PT Elnusa Petrofin, Sukseskan Satgas Nataru Pertamina (Persero). The Company, through its subsidiary, PT Elnusa Petrofin, Succeeds the Nataru Pertamina (Persero) Task Force.



20 Januari 2020 | January 20, 2020

Perseroan melalui Anak Usahanya PT Elnusa Petrofin Gelar Go Live Project Pemakaian H2S Scavenger & Performance Base H2S di Pertamina EP Asset 3 Tabun Field. The Company through its subsidiary PT Elnusa Petrofin Held a Go Live Project Utilization of H2S Scavenger & H2S Performance Base at Pertamina EP Asset 3 Tabun Field.



17 Februari 2020 | February 17, 2020

Perseroan membukukan pendapatan usaha konsolidasi 2019 dengan hasil positif tumbuh 27% (year on year/yoy) dibandingkan perolehan tahun lalu sebesar Rp6,6 triliun. The company recorded 2019 consolidated operating revenues with positive results, grew by 27% (yoy) compared to the previous year of Rp6.6 trillion.



22 Februari 2020 | February 22, 2020

Perseroan terus tingkatkan budaya keselamatan kerja pada berbagai lini kegiatan operasionalnya. Mengambil momen pada bulan kesehatan dan keselamatan kerja (K3) nasional dengan menyelenggarakan Defensive & Responsible Driving Festival atau EDRD Festival, di Sirkuit Sentul. The Company continues to improve the work safety culture in various lines of its operational activities. At the national occupational health and safety (OHS) month the Company held the Defensive & Responsible Driving Festival or EDRD Festival, at the Sentul Circuit.



1 Maret 2020 | March 1, 2020

Perseroan melalui Anak Usahanya PT Elnusa Petrofin menggelar GO-Live Vendor Held Stock (VHS) untuk Group PT Gunung Bayan Resources. The Company, through its subsidiary, PT Elnusa Petrofin, held a GO-Live Vendor Held Stock (VHS) for the PT Gunung Bayan Resources Group.



3 Maret 2020 | March 3, 2020

Perseroan melalui Anak Usahanya PT Elnusa Petrofin mendukung Pertamina (Persero) dalam Meningkatkan Ketahanan Energi Nasional dengan Menggelar Peresmian SPBE di Bima Nusa Tenggara Barat. The Company through its subsidiary, PT Elnusa Petrofin supports Pertamina (Persero) in Increasing National Energy Security by Holding the Inauguration of SPBE in Bima, West Nusa Tenggara.



10 Maret 2020 | March 10, 2020

Perseroan menyerahkan bantuan Alat Pelindung Diri (APD) sebagai dukungan penanganan wabah virus Corona (Covid-19) ke PT Pertamina Bina Medika (Pertamedika), di Graha Elnusa, Jakarta. Penyerahan APD diberikan langsung oleh Direktur Keuangan Elnusa kepada Direktur Utama Pertamedika.

The Company distributed Personal Protective Equipment (PPE) assistance to support the handling of the Corona virus (Covid-19) outbreak to PT Pertamina Bina Medika (Pertamedika), at Graha Elnusa, Jakarta. The PPE was given directly by the Director of Finance of Elnusa to the President Director of Pertamedika.



22 Mei 2020 | May 22, 2020

Perseroan menyalurkan bantuan Alat Pelindung Diri (APD) juga hand sanitizer menuju deretan fasilitas kesehatan (faskes) yang menangani pasien Covid-19 di wilayah Indonesia. The Company distributed Personal Protective Equipment (PPE) and hand sanitizers to health facilities that handle Covid-19 patients in Indonesia.



27 Mei 2020 | May 27, 2020

Di tengah Pandemi, Perseroan dukung Penuh Penyelesaian Survei Seismik KKP Jambi Merang, tengah layarkan Elsa Regent, kapal survei seismik terbesar berbendera Indonesia, untuk mendukung kegiatan eksplorasi Komitmen Kerja Pasti (KKP) Jambi Merang di wilayah terbuka Indonesia sejak pertengahan November 2019.

During the Pandemic, the Company fully supports the Jambi Merang KKP Seismic Survey Completion, to deploying Elsa Regent, the largest seismic survey vessel with an Indonesian flag, to support Jambi Merang's Definite Work Commitment of the exploration activities in open areas of Indonesia since mid-November 2019.



16 Juni 2020 | June 16, 2020

Perseroan tingkatkan kewaspadaan penyebaran infeksi Covid-19 dengan melakukan tanggap darurat Covid-19 di Graha Elnusa. Tanggap darurat ini merupakan mitigasi infeksi Covid-19 atas mulai kembalinya aktivitas bekerja di Graha Elnusa, Jakarta, sejak 8 Juni 2020.

The Company is increasing awareness of the spread of Covid-19 by carried out an emergency response to Covid-19 at Graha Elnusa. This emergency response was a mitigation of Covid-19 due to the resumption of work activities at Graha Elnusa, Jakarta, since June 8, 2020.



16 Juni 2020 | June 16, 2020

Perseroan mencatatkan kinerja positifnya dengan membukukan Pendapatan usaha tumbuh 8,1% year on year (yoy), dari Rp1,9 triliun pada kuartal I 2019 menjadi Rp2,06 triliun pada kuartal I 2020.

The Company recorded a positive performance by operating income achievement grew by 8.1% year on year (yoy), from Rp1.9 trillion in the first quarter of 2019 to Rp2.06 trillion in the first quarter of 2020.



8 Juli 2020 | July 8, 2020

Perseroan menggelar Rapat Umum Pemegang Saham Tahunan (RUPST) tahun buku 2019 di Ruang Udaya, Graha Elnusa – Jakarta dengan RUPST menyetujui perubahan susunan pengurus Perseroan untuk anggota Dewan Komisaris maupun Direksi.

The Company held an Annual General Meeting of Shareholders (AGMS) for the 2019 fiscal year in Udaya Room, Graha Elnusa - Jakarta with the resolution to approved changes in the composition of the Company's management for members of the Board of Commissioners and Board of Directors.





1 - 8 Juli 2020 | July 1 - 8, 2020

Perseroan melalui Anak Usahanya PT Elnusa Petrofin gelar kegiatan CSR dengan membagikan 31.059 Buku Sebagai Wujud Syukur dalam Peringatan HUT ke 24 PT Elnusa Petrofin.

The Company through its subsidiary, PT Elnusa Petrofin held CSR activity by distributed 31,059 Books as a Gratitude in Commemoration of the 24th Anniversary of PT Elnusa Petrofin.



3 Agustus 2020 | August 3, 2020

Perseroan menutup kinerja keuangan semester I 2020 dengan capaian yang cukup menggembirakan. *Triple shock* yang menjadi tantangan utama kinerja Elnusa berhasil dilalui dengan baik. Pendapatan usaha meningkat 3,3% *year on year* (yoy), dari Rp3,8 triliun pada semester I 2019 menjadi Rp3,9 triliun pada semester I 2020. Laba bruto tumbuh 9,6% dari Rp383 miliar menjadi Rp419 miliar. Sementara laba operasi naik signifikan 10% dari Rp236 miliar menjadi Rp260 miliar.

The Company closed its first semester in 2020 financial performance with an excellent achievements. The triple shock which was the main challenges for Elnusa's performance was successfully addressed. Operating income increased by 3.3% year on year (yoy), from Rp3.8 trillion in the first semester of 2019 to Rp3.9 trillion in the first semester of 2020. Gross profit grew by 9.6% from Rp383 billion to Rp419 billion. Meanwhile, operating income increased significantly by 10% from Rp236 billion to Rp260 billion.



5 Agustus 2020 | August 5, 2020

Perseroan mendapatkan apresiasi dari SKK Migas dan PHE atas Dukungan Terhadap Survei Seismik KKP Jambi Merang.

The Company supported by SKK Migas and PHE for the Jambi Merang KKP Seismic Survey.



11 Agustus 2020 | August 11, 2020

Perseroan Dukung Riset EOR di Tempino Field-Jambi, Berangkatkan Vibroseis

The Company sent Vibroseis to support EOR Research at Tempino Field-Jambi.



12 Agustus | August 12, 2020

Perseroan menerbitkan Sukuk Ijarah Berkelanjutan I Tahap ke satu 2020 (Sukuk) senilai Rp700 miliar untuk jangka waktu 5 tahun dengan cicilan imbal hasil ijarah sebesar 9,00% (Sembilan persen) per tahun. Sukuk ini secara resmi dicatatkan di Bursa Efek Indonesia (BEI) hari ini tanggal 12 Agustus 2020.

The Company issued Sustainable Sukuk Ijarah I Phase I 2020 (Sukuk) worth Rp700 billion for a period of 5 years with an ijarah yield of 9.00% (nine percent) per year. This sukuk is officially listed on the Indonesia Stock Exchange (IDX) on August 12, 2020.



12 Agustus | August 12, 2020

Perseroan melalui Anak Usahanya PT Elnusa Petrofin Perkuat Pasokan Energi di Sektor Industri dengan Menggelar Go Live Penyaluran Bio Solar di Kutai Timur.  
The Company through its subsidiary, PT Elnusa Petrofin Strengthens Energy Supply in the Industrial Sector by held a Go Live for the Distribution of Bio Solar in East Kutai.



19 Agustus | August 19, 2020

Perseroan Tingkatkan Penerapan GCG dan Raih Sertifikasi SMAP (ISO 37001: 2016 Sistem Manajemen Anti Penyuapan).  
The Company Improved GCG Implementation and Achieved SMAP Certification (ISO 37001: 2016 Anti-Bribery Management System).



26 Agustus | August 26, 2020

Perseroan melalui anak usahanya PT Elnusa Fabrikasi Konstruksi rampungkan fabrikasi Hydraulic Workover Unit terbaru untuk dukung produksi migas nasional. Unit dengan nama Elnusa Hydraulic Rig 14 atau EHR-14, merupakan unit ketiga yang sepenuhnya difabrikasi oleh anak bangsa. Peralatan hydraulic rig dalam dunia migas biasanya digunakan untuk kerja ulang sumur sehingga mendukung peningkatan produksi migas. Peralatan ini tidak hanya bisa digunakan untuk sumur migas, melainkan juga telah terbukti pada sumur geotermal.  
The Company through its subsidiary, PT Elnusa Fabrikasi Konstruksi, completed the fabrication of the newest Hydraulic Workover Unit to support national oil and gas production. The unit, named Elnusa Hydraulic Rig 14 or EHR-14, is the third fully fabricated unit by the nation. Hydraulic rig equipment in the oil and gas is usually used to rework wells to support increased oil and gas production. This equipment can not only be used for oil and gas wells, but has also been proven in geothermal wells.



27 Agustus | August 27, 2020

Perseroan melalui anak usahanya PT Elnusa Petrofin bersama Pertamina Resmikan Fasilitas DPPU Pinangsori Tapanuli Tengah.  
The Company through its subsidiary, PT Elnusa Petrofin along with Pertamina inaugurated the Central Tapanuli Pinangsori DPPU facility.



8 September 2020 | September 8, 2020

Perseroan Tuntaskan Pekerjaan Jasa Survei Seismik 2D Laut di Perairan Saumlaki.  
The Company Completed 2D Ocean Seismic Survey Services in Saumlaki.



9 September 2020 | September 9, 2020

Perseroan melalui Anak Usahanya PT Elnusa Petrofin, Sukseskan Satgas Nataru Pertamina (Persero). The Company through its subsidiary, PT Elnusa Petrofin Supports Pertamina (Persero) by holding the Inauguration.



9 September 2020 | September 9, 2020

Usia 51 Tahun, Perseroan Gelar Aksi Sosial Hingga Pelestarian Alam. At its 51th, the Company held social actions to nature conservation.



9 September 2020 | September 9, 2020

Peluncuran Wajah Baru Website Perseroan. Launched the New Face of the Company's Website.



2 Oktober 2020 | October 2, 2020

Perseroan PGNCOM Lakukan Kesepahaman Bisnis ICT untuk Dukung Sinergi Pertamina Group. PGNCOM and the Company Conducted MoU of ICT Business to Support Pertamina Group Synergy.



8 Oktober 2020 | October 8, 2020

Perseroan raih kembali sertifikasi International Organization for Standardization (ISO) series Sistem Manajemen Terintegrasinya pada awal Oktober 2020. Raihan re-sertifikasi ISO series ini meliputi ISO 9001:2015 Sistem Manajemen Mutu, ISO 14001:2015 Sistem Manajemen Lingkungan, ISO 45001:2018 Sistem Manajemen Keselamatan dan Kesehatan Kerja, dan ISO 55001:2014 Sistem Manajemen Asset, serta sertifikasi yang baru diperoleh pada agustus 2020 yaitu ISO 37001: 2016 Sistem Manajemen Anti Penyuapan. The Company obtained the International Organization for Standardization (ISO) series Integrated Management System certification in early October 2020. The ISO series re-certification achievements included ISO 9001: 2015 Quality Management System, ISO 14001: 2015 Environmental Management System, ISO 45001: 2018 Management System Occupational Health and Safety, and ISO 55001: 2014 Asset Management System, and the new certification obtained in August 2020, namely ISO 37001: 2016 Anti-Bribery Management System.



29 Oktober 2020 | October 29, 2020

Perseroan melalui Anak Usahanya PT Elnusa Petrofin Gelar Kegiatan CSR dengan melakukan Pembagian Alat Kebersihan dan Santunan ke Puluhan Rumah Ibadah di Beberapa Titik Wilayah Indonesia.  
The Company, through its subsidiary PT Elnusa Petrofin, held CSR activity by distributed cleaning equipment and compensation to worship houses in several points in Indonesia.



1 November 2020 | November 1, 2020

Perseroan melalui Anak Usahanya PT Elnusa Petrofin Dukung Pertamina dalam Menjaga Ketahanan Energi dengan Menggelar Go-Live Project Sistem Pola Tarif di 11 Titik Wilayah Malirja.  
The Company through its subsidiary, PT Elnusa Petrofin Supports Pertamina in Maintaining Energy Security by held a Go-Live Project for the Tariff Pattern System at 11 Points in the Malirja Region.

Perseroan melalui Anak Usahanya PT Elnusa Petrofin Gelar Go-Live VHS untuk PT Nusa Halmahera Minerals (NHM) di Halmahera, Maluku Utara. The Company through its subsidiary, PT Elnusa Petrofin held Go-Live VHS for PT Nusa Halmahera Minerals (NHM) in Halmahera, North Maluku.



4 November 2020 | November 4, 2020

Perseroan di usia 51 tahun semakin percaya diri dalam memberikan layanan jasa energi melalui total solution services. Lima puluh satu tahun perjalanan yang telah dilalui ELNUSA bukanlah perjalanan yang monoton. Berbagai tantangan perubahan zaman dan krisis yang menghadang memaksa perusahaan berubah dan bertransformasi.  
At its 51th, the Company is increasingly confident in providing energy services through total solution services. Fifty-one years of journey that ELNUSA has passed is not a monotonous journey. Various challenges of different era and crises forced the companies to change and transform.



22 November 2020 | November 22, 2020

Perseroan dan Pertamina EP Tuntaskan Pemasangan SPM Sukowati Field Tanpa Stop Produksi. The Company and Pertamina EP Completed Installation of SPM Sukowati Field Without Stopping Production.



30 November 2020 | November 30, 2020

Resilience dengan Diversifikasi Portofolio, Perseroan Catatkan Kinerja Positif Kuartal III 2020. Resilience with Portfolio Diversification, the Company recorded a Positive Performance in the Third Quarter of 2020.



Perseroan bersama dengan PT Pertamina Hulu Energi (PHE) Jambi Merang dan Institut Teknologi Bandung (ITB) dalam melakukan survei Line Test Vibroseis 2D yang bersifat semi riset sebagai langkah awal untuk menunjang pencarian adanya potensi minyak dan gas bumi. The Company with PT Pertamina Hulu Energi (PHE) Jambi Merang and the Bandung Institute of Technology (ITB) conducted a semi-research 2D Vibroseis Line Test survey as the first step to support the search for potential oil and gas.



Perseroan terus bersinergi dalam mendukung ketahanan energi dalam negeri. Perseroan dan Litbang ESDM untuk Indonesia Maju. Melalui penandatanganan Memorandum of Understanding (MoU) dengan badan penelitian dan pengembangan (Litbang) ESDM mengenai "Kegiatan Geoteknikal dengan Pemanfaatan Kapal Milik ESDM". The Company continues to synergized in supporting domestic energy security. The Company and Energy & Mineral Resources Research and Development for Advanced Indonesia. Through the signing of a Memorandum of Understanding (MoU) with the Energy & Mineral Resources research and development agency (R & D) regarding "Geotechnical Activities through ESDM Owned Vessels Utilization".



Siap Genjot Pertumbuhan Kinerja, Perseroan Tandatangani Kredit Bank ICBC USD 20 Juta. Ready to Boost Performance Growth, the Company Signed Bank ICBC Credit of USD 20 Million.



## // 02

# LAPORAN MANAJEMEN

## MANAGEMENT REPORT



Sepanjang tahun 2020 iklim usaha nasional memang dipenuhi dengan berbagai tantangan. Namun hal itu tak menyurutkan kinerja usaha Elnusa yang senantiasa bergerak positif.

Throughout 2020, domestic business climate was full of various challenges. But it did not hampered Elnusa business performance to grow positively.







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**Agus Prabowo**  
Komisaris Utama  
President Commissioner

2

**Lusiaga Levi Susila**  
Komisaris Independen  
Independent Commissioner

3

**Anis Baridwan**  
Komisaris Independen  
Independent Commissioner

4

**Antonius Ratdomopurbo**  
Komisaris  
Commissioner





ANIS BARIDWAN

DOMOPURBI



## LAPORAN DEWAN KOMISARIS

BOARD OF COMMISSIONERS REPORT

### Agus Prabowo

Komisaris Utama  
President Commissioner





**DEWAN KOMISARIS MENGAPRESIASI KINERJA DIREKSI DALAM HAL PENCAPAIAN RKAP 2020 DI TENGAH KONDISI *TRIPLE SHOCK* YANG DIHADAPI PERSEROAN SEMASA WABAH INI YAKNI PERTAMA PENURUNAN PENJUALAN VOLUME BBM KARENA PENERAPAN PSBB DI BEBERAPA KOTA BESAR DI INDONESIA YANG BERDAMPAK TERHADAP KINERJA BISNIS JASA DISTRIBUSI DAN LOGISTIK ENERGI PERSEROAN, KEDUA FLUKTUASI NILAI TUKAR RUPIAH DAN KETIGA FLUKTUASI HARGA MINYAK DUNIA. MERUPAKAN HAL YANG PATUT DISYUKURI BAHWA PERSEROAN BERHASIL MEWUJUDKAN KINERJA OPERASIONAL DAN KEUANGAN YANG CUKUP BAGUS DI TAHUN 2020, SERTA MEMPERTAHANKAN PERTUMBUHAN DI TENGAH DINAMIKA TERSEBUT.**

THE BOARD OF COMMISSIONERS APPRECIATES THE BOARD OF DIRECTORS' PERFORMANCE IN ACHIEVING THE 2020 RKAP AMIDST THE TRIPLE SHOCK CONDITIONS FACED BY THE COMPANY DURING THE PANDEMIC, FIRST, THE DECLINE IN FUEL VOLUME SALES DUE TO THE IMPLEMENTATION OF LARGE SCALE SOCIAL RESTRICTION (PSBB) IN SEVERAL MAJOR CITIES IN INDONESIA WHICH HAS IMPACTED THE PERFORMANCE OF THE COMPANY'S ENERGY DISTRIBUTION AND LOGISTICS SERVICES BUSINESS; SECOND, FLUCTUATIONS IN THE RUPIAH EXCHANGE RATE; AND THIRD, FLUCTUATION IN WORLD OIL PRICES. WE ARE BEYOND GRATEFUL, THAT THE COMPANY HAS SUCCEEDED IN REALIZING A GOOD OPERATIONAL AND FINANCIAL PERFORMANCE IN 2020, AND MAINTAINING GROWTH AMIDST THESE DYNAMICS.

**Para Pemegang Saham dan Pemangku Kepentingan yang terhormat,**

Puji syukur kita panjatkan ke hadirat Allah SWT, Tuhan Yang Maha Kuasa, yang telah memberikan banyak karunia kepada PT Elnusa Tbk ("Perseroan"). Sepanjang tahun 2020 Perseroan mencatat kinerja yang baik di tengah berbagai kendala yang mewarnai perjalanan Perseroan di tahun 2020 ini. Selanjutnya izinkan kami menyampaikan laporan pengawasan terhadap operasional Perseroan di tahun buku 2020 yang merupakan bagian dari pelaksanaan tugas dan tanggung jawab Dewan Komisaris.

### **KONDISI EKSTERNAL 2020**

Pandemi Corona Virus Disease 2019 (Covid-19) memberikan pengaruh yang luar biasa kepada dinamika perekonomian dunia 2020, termasuk Indonesia. Kondisi ini kemudian tidak hanya menimbulkan krisis kesehatan dan kemanusiaan, tetapi juga mengakibatkan krisis ekonomi dan meningkatkan kemiskinan di berbagai negara. Pertumbuhan ekonomi berkontraksi dalam, baik di negara maju maupun berkembang, pada semester I 2020. Sejalan dengan kemajuan penanganan Covid-19, peningkatan mobilitas, dan dampak stimulus kebijakan, kinerja perekonomian global

**Dear Shareholders and Stakeholders,**

Praise and gratitude to the presence of Allah SWT, Almighty God, for all His abundant blessing to PT Elnusa Tbk ("the Company"). Throughout 2020 the Company recorded good performance amidst various challenges that occurred in the Company's journey in 2020. Furthermore, allow us to present our supervisory report on the Company's operations in the 2020 fiscal year as a part of the duties and responsibilities of the Board of Commissioners.

### **EXTERNAL CONDITIONS IN 2020**

The 2019 Corona Virus Disease (Covid-19) pandemic has had a tremendous impact on the dynamics of the 2020 global economy, including Indonesia. This not only caused a health and humanitarian crisis but also resulted in an economic crisis and increased poverty in various countries. Economic growth contracted in both developed and developing countries in the first semester of 2020. In line with the Covid-19 handling, increased mobility, and the impact of policy stimulus, the global economic performance began to improve in the second semester of 2020. Economic growth contraction was decreased in several countries, such



mulai membaik pada semester II 2020. Kontraksi pertumbuhan ekonomi di beberapa negara berkurang, seperti AS dan Kawasan Eropa, bahkan ekonomi Tiongkok mulai tumbuh positif. Dengan perkembangan tersebut, pertumbuhan ekonomi global secara keseluruhan 2020 diperkirakan berkontraksi 3,8% (yoy), di bawah pertumbuhan 2019 sebesar 2,8% (yoy).

Covid-19 yang merebak di Indonesia sejak awal Maret 2020 memberikan tekanan cukup kuat kepada perekonomian domestik. Pengendalian penyebaran Covid-19 melalui Pembatasan Sosial Berskala Besar (PSBB) yang mengurangi mobilitas perekonomian, tidak dapat dielakkan membuat perekonomian Indonesia 2020 turun jauh di bawah lintasan optimum siklus bisnis dan siklus keuangan. Menurut Bank Indonesia, pertumbuhan ekonomi tahun 2020 diperkirakan melemah tajam dari 5,02% (yoy) pada 2019 menjadi kisaran -2% hingga -1% (yoy).

Sementara untuk kondisi industri migas pada tahun 2020 dilansir dari Laporan Kinerja Tahun 2020 Ditjen Migas, KESDM bahwa asumsi ICP pada tahun 2020 yang ditetapkan pada Undang Undang APBN tahun 2020 yaitu sebesar US\$63 per barel, lebih rendah dibandingkan dengan asumsi ICP pada tahun 2019 sebesar US\$70 per barel. Namun untuk tahun 2020 ini asumsi ICP mengalami perubahan dikarenakan pandemi Covid-19, sehingga untuk menjaga stabilitas perekonomian nasional Pemerintah mengeluarkan Peraturan Presiden Nomor 72 tahun 2020 tentang perubahan postur APBN tahun anggaran 2020 di mana asumsi ICP menjadi US\$33 per barel. Realisasi ICP sampai dengan akhir tahun 2020 sangat baik yaitu sebesar US\$40,39 per barel sehingga deviasi untuk harga minyak mentah/ICP adalah sebesar 22% dari target Peraturan Presiden Nomor 72 tahun 2020 sebesar US\$33 per barel.

Dilansir dari highlight capaian Hulu Migas 2020 yang dikeluarkan oleh SKK Migas bahwa realisasi lifting minyak bumi selama periode Januari-Desember 2020 adalah mencapai 706,7 ribu BOPD atau mencapai 100,2% dibandingkan target tahun 2020 sebesar 705 ribu BOPD. Sementara untuk lifting gas bumi sepanjang tahun 2020 mencapai 975,3 MBOEPD atau 98,3% dari target 992 MBOEPD. Faktor yang menyebabkan rendahnya capaian realisasi gas bumi tahun 2020 antara lain kondisi penurunan reservoir performance secara alami yang mengakibatkan natural decline dan belum juga ditemukannya cadangan besar baru (Laporan Kinerja Tahun 2020 Ditjen Migas, KESDM).

as the US and the European Region, even China economy began to grow positively. Thus, global economic growth was contracted by 3.8% (yoy) in 2020, below 2019 growth of 2.8% (yoy).

The Covid-19 that has hit Indonesia since early March 2020 has pressured the domestic economy. The Covid-19 spreads controlled through Large-Scale Social Restrictions (PSBB) which reduces economic mobility, inevitably impacted the Indonesian economy in 2020 to experience a decline far below the optimum trajectory of the business and financial cycle. According to Bank Indonesia, economic growth in 2020 was projected to weaken sharply from 5.02% (yoy) in 2019 to a range of -2% to -1% (yoy).

Meanwhile, for the oil and gas industry in 2020, as quoted from the 2020 Performance Report of the Directorate General of Oil and Gas, Ministry of Energy and Mineral Resources that the ICP assumption in 2020 as stipulated in the 2020 State Budget Law was UDS 63 per barrel, lower than the ICP assumption in 2019 of USD 70 per barrel. However, in 2020, the ICP assumption has changed due to the Covid-19 pandemic, to maintain the stability of the national economy, the Government issued Presidential Regulation Number 72 of 2020 concerning changes in the posture of the 2020 State Budget, and the ICP assumption changed to USD 33 per barrel. The realization of the ICP until the end of 2020 was very good, at USD 40.39 per barrel so that the deviation for the price of crude oil/ICP was 22% from the target of Presidential Regulation Number 72 of 2020 of USD 33 per barrel.

As quoted from the highlights of the 2020 Upstream Oil and Gas achievements issued by SKK Migas, the realization of oil lifting during the January-December 2020 period reached 706.7 thousand BOPD or 100.2% compared to the 2020 target of 705 thousand BOPD. Meanwhile, gas lifting throughout 2020 reached 975.3 MBOEPD or 98.3% of the target of 992 MBOEPD. This was due to a natural decline in reservoir performance which has resulted in the natural decline and the discovery of new large reserves (Directorate General of Oil and Gas 2020 Performance Report, KESDM).

## FUNGSI PENGAWASAN DEWAN KOMISARIS DAN HUBUNGAN KERJA DENGAN DIREKSI

Pembentukan organ Dewan Komisaris dan Direksi sebagai organ utama dalam Perusahaan merupakan bagian dari kepatuhan terhadap peraturan dan perundang-undangan yang berlaku, khususnya Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas. Direksi berperan mengelola operasi dan bisnis Perusahaan, sedangkan Dewan Komisaris memiliki peran untuk mengawasi pengelolaan operasi dan bisnis yang dijalankan Direksi.

Hubungan kerja antara kedua organ ini dibangun dengan saling menghormati antar keduanya. Terdapat batasan dari tanggung jawab dan peran yang dijalankan baik oleh Dewan Komisaris maupun Direksi. Dewan Komisaris bertugas melakukan pengawasan atas jalannya pengurusan Perusahaan dan kelompok usaha oleh Direksi, memberi nasihat kepada Direksi, serta memastikan bahwa Perusahaan melaksanakan Tata Kelola Perusahaan yang Baik, atau *Good Corporate Governance* (GCG).

Bentuk pengawasan dilakukan melalui rapat-rapat yang diadakan Dewan Komisaris, baik rapat internal maupun rapat gabungan dengan mengundang Direksi atau menghadiri undangan dari Direksi. Di sepanjang tahun 2020, Dewan Komisaris menggelar 17 (tujuh belas) kali rapat internal dan 16 (enam belas) kali Rapat Gabungan dengan mengundang Direksi. Rapat-rapat tersebut menjadi forum bagi Dewan Komisaris untuk melakukan evaluasi intensif dan mendalam terhadap kemajuan operasi dan bisnis Perusahaan, pengembangan dan penanganan permasalahan, penerapan GCG, pengelolaan Sumber Daya Manusia (SDM), serta sistem informasi & teknologi.

## BOARD OF COMMISSIONERS' SUPERVISORY FUNCTION AND WORK RELATION WITH THE BOARD OF DIRECTORS

The formation of the Board of Commissioners and the Board of Directors as the main organs of the Company is part of compliance with the prevailing laws and regulations, in particular, Law No. 40 of 2007 concerning Limited Liability Companies. The Board of Directors has the role to manage the operations and business of the Company, while the Board of Commissioners has the role of supervising the management of operations and business carried out by the Board of Directors.

Work relations between these two organs are built with mutual respect. There are boundaries between the responsibilities and roles of the Board of Commissioners and the Board of Directors. The Board of Commissioners is in charge of supervising the management of the Company and business groups by the Board of Directors, advising the Board of Directors, and ensuring that the Company implements Good Corporate Governance (GCG).

In carrying out supervisory function, the Board of Commissioners held meetings, both internal meetings and joint meetings by inviting the Board of Directors or attending an invitation from the Board of Directors. Throughout 2020, the Board of Commissioners held 17 (seventeen) internal meetings and 16 (sixteen) Joint Meetings by inviting the Board of Directors. These meetings are the forum for the Board of Commissioners to conduct intensive and in-depth evaluations of the Company's operations and business, development and handling of problems, GCG implementation, Human Resources (HR) management, and information & technology systems.



## PENILAIAN ATAS KINERJA DIREKSI MENGENAI PENGELOLAAN PERUSAHAAN

Dewan Komisaris melakukan penilaian terhadap kinerja Direksi yang meliputi aspek operasional, keuangan dan aspek lainnya yang berkaitan erat bagi keberlanjutan kegiatan usaha Perseroan. Dasar penilaian Dewan Komisaris terhadap kinerja Direksi tentunya tidak terlepas dari tingkat keberhasilan Direksi dalam merealisasikan Key Performance Indicator maupun RKAP Perseroan tahun 2020 seperti yang direncanakan pada awal tahun.

Dewan Komisaris mengapresiasi kinerja Direksi dalam hal pencapaian RKAP 2020 di tengah kondisi triple shock yang dihadapi Perseroan semasa wabah ini yakni pertama penurunan penjualan volume BBM karena penerapan PSBB di beberapa kota besar di Indonesia yang berdampak terhadap kinerja Bisnis Jasa Distribusi dan Logistik Energi Perseroan, kedua fluktuasi nilai tukar rupiah dan ketiga fluktuasi harga minyak dunia. Merupakan hal yang patut disyukuri bahwa Perseroan berhasil mewujudkan kinerja operasional dan keuangan yang cukup bagus di tahun 2020, serta mempertahankan pertumbuhan di tengah dinamika tersebut.

Untuk aspek HSSE merupakan salah satu aspek utama dari proses bisnis Perseroan. Setiap prosedur dan tahapan kerja di seluruh kegiatan Perseroan dijalankan sesuai aturan dan pedoman HSSE yang berlaku. Pada tahun 2020, jumlah *manhour* yang dicapai oleh Perseroan Grup mencapai 34,6 juta *manhours* dengan *Zero Fatality* dan *Zero Lost Time Injury*. Perseroan tetap konsisten dengan sigap dan aktif meningkatkan kepeduliannya terhadap implementasi HSSE sebagai budaya kerja setiap insan Perseroan.

Dalam aspek keuangan, pendapatan konsolidasi Perseroan mencapai Rp7,7 triliun dengan distribusi kontribusi 53% Jasa Hulu Migas, 43% Jasa Distribusi & Logistik Energi dan 4% Jasa Penunjang Migas. Meskipun pencapaian tahun ini menurun dibandingkan pencapaian tahun lalu, namun pencapaian tahun ini lebih tinggi 8% dari target revisi RKAP 2020 yang merupakan catatan tersendiri di tengah keadaan yang luar biasa dengan adanya pandemi Covid-19. Begitupun halnya dengan laba bersih konsolidasi dibandingkan dengan target revisi RKAP 2020 juga berhasil dibukukan pertumbuhan

## ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE ON COMPANY MANAGEMENT

The Board of Commissioners assesses the performance of the Board of Directors including operational, financial, and other aspects related to the sustainability of the Company's business activities. The assessment basis for the Board of Commissioners of the Board of Directors' performance is inseparable from the level of success of the Board of Directors in realizing Key Performance Indicators and the Company's RKAP in 2020 as planned at the beginning of the year.

The Board of Commissioners appreciates the Board of Directors' performance in achieving the 2020 RKAP amidst the triple shock conditions faced by the Company during the pandemic, first, the decline in fuel volume sales due to the implementation of PSBB in several major cities in Indonesia which has impacted the performance of the Company's Energy Distribution and Logistics Services Business; second, fluctuations in the rupiah exchange rate; and third, fluctuation in world oil prices. We are beyond grateful, that the Company has succeeded in realizing a good operational and financial performance in 2020, and maintaining growth amidst these dynamics.

HSSE is one of the main aspects of the Company's business processes. Every procedure and stage of work in all of the Company's activities are carried out under the applicable HSSE rules and guidelines. In 2019, the number of manhours achieved by the Company Group reached 34.6 million manhours with zero fatality and Zero Lost Time Injury. The Company remains consistent and actively raises awareness of the implementation of HSSE as the work culture of every employee of the Company.

In the financial aspect, the Company's consolidated revenue reached Rp7.7 trillion with a contribution distribution of 53% Upstream Oil and Gas Services, 43% Energy Distribution & Logistics Services, and 4% Oil and Gas Support Services. Even though this achievement has decreased compared to the previous year's achievement, this achievement was 8% higher than the revised 2020 RKAP target which was a separate note during extraordinary circumstances of the Covid-19 pandemic. Likewise, the consolidated net profit compared to the revised RKAP 2020 target also grew by 11.7% or Rp249 billion.

sebesar 11,7% atau Rp249 miliar. Pencapaian ini menunjukkan kemampuan Direksi yang baik dalam membuat perubahan-perubahan strategi yang diperlukan untuk merespon cepat tantangan yang ada.

Dari sisi aspek operasional sebagaimana kita ketahui bersama bahwa pada tahun 2020 fluktuasi harga minyak masih menjadi pekerjaan rumah bagi industri hulu migas. Rerata harga minyak tahun 2020 tidak lebih baik dibandingkan tahun 2019. Dari sisi bisnis Jasa Hulu Migas diantaranya Elnusa berhasil mencapai 32.000 km survei seismik 2D Komitmen Kerja Pasti (KKP) Jambi Merang yang merupakan survei seismik terbesar se-Asia Pasifik dalam 10 tahun terakhir. Pencapaian lainnya adalah melakukan HWU Drilling (1.215 m) di Mahakam yang merupakan HWU Drilling pertama di Indonesia. Pada bisnis Jasa Distribusi & Logistik Energi, pencapaian diantaranya pengelolaan 5 depo baru dan penyelesaian EOR injeksi polymer chemical pertama di Indonesia. Sedangkan untuk kinerja Anak Perusahaan yang bergerak di bidang Jasa Penunjang Migas pencapaian yang diraih antara lain 100% dukungan M/V Elsa Regent dalam survei seismik 2D KKP Jambi Merang dan melakukan fabrikasi alat berat seperti *Hydraulic Rig*, *Triplex Pump* dan *Air Receiver Tank* serta okupansi yang mencapai 100% untuk penyimpanan dokumen, *core* maupun general aset. Dalam hal Continuous Improvement Program (CIP), inovasi Elnusa Group mampu menghasilkan 200 risalah CIP dengan estimasi value creation mencapai Rp549 miliar. Dari keseluruhan risalah, 13 inovasi terbaik Elnusa masuk dalam UIIA 2020 dan 3 inovasi mendapatkan kategori Platinum.

Dalam pandangan Dewan Komisaris, Direksi telah melaksanakan tugasnya dengan baik. Dewan Komisaris menilai bahwa di tengah guncangan dahsyat akibat pandemi Covid-19, Direksi tetap mampu melakukan penyesuaian dan transformasi yang flexible dan adaptif dengan mempercepat perubahan budaya kerja baru, automasi dan digitalisasi senantiasa dapat dieksekusi dengan apik. Meskipun seiring berjalannya waktu tantangan yang muncul di sepanjang tahun senantiasa berubah, hal ini mampu disikapi dengan baik oleh Direksi dengan merumuskan dan menerapkan terobosan yang tepat sasaran.

This achievement shows the ability of the Board of Directors to carry out the necessary strategic changes to respond quickly to the challenges.

From the operational aspect, as we all know, in 2020 oil price fluctuations are still homework for the upstream oil and gas industry. The average oil price in 2020 did not improve from 2019. In terms of the Upstream Oil and Gas Services business, Elnusa has reached 32,000 km of the Jambi Merang Definite Work Commitment (KKP) 2D seismic survey, which was the largest seismic survey in Asia Pacific in the last 10 years. Another achievement was carrying out HWU Drilling (1,215 m) in Mahakam which was the first HWU Drilling in Indonesia. The achievement in the Energy Distribution & Logistics Services business, among others, the management of 5 new depots and the completion of the first EOR polymer chemical injection in Indonesia. While, the performance achievement of Subsidiaries engaged in Oil and Gas Support Services, including 100% support from M/V Elsa Regent in the 2D seismic survey of the Jambi Merang KKP and fabricating heavy equipment such as Hydraulic Rig, Triplex Pump, and Air Receiver Tank and occupancy reached 100% for document storage, core, and general assets. In the Continuous Improvement program (CIP), Elnusa Group innovations was able to resulted 200 CIP treatises with the estimation of value creation reached Rp549 billion. From the overall treatises, 3 best innovations of Elnusa has included in UIIA 2020 and 3 innovations obtained Platinum category.

The Board of Commissioners believes, the Board of Directors has carried out its duties very well. The Board of Commissioners considers that amidst the devastating shocks caused by the Covid-19 pandemic, the Board of Directors was still able to make flexible and adaptive adjustments and transformations by accelerating changes in new work cultures, automation, and digitalization can always be executed properly. Although the challenges throughout the year continue to change, the Board of Directors was able to overcome by formulated and implemented the right breakthroughs.



## PENGAWASAN TERHADAP IMPLEMENTASI STRATEGI DIREKSI

Kunci utama dari keberhasilan manajemen untuk memenuhi target dan evaluasi kinerja adalah kolaborasi yang harmonis antara Dewan Komisaris dan Direksi. Dewan Komisaris senantiasa memberikan perhatian penting pada pengawasan pelaksanaan strategi yang disusun oleh Direksi. Hal ini sejalan dengan peran Dewan Komisaris untuk memastikan bahwa pelaksanaan strategi Perseroan berada di jalur yang tepat tanpa mengesampingkan kepatuhan terhadap peraturan yang berlaku. Kewenangan Dewan Komisaris dalam melakukan pengawasan atas aktivitas operasional Perseroan didasarkan pada Undang-Undang, Anggaran Dasar, *Code of Conduct* GCG, serta pedoman kerja yang dimiliki Perseroan.

Dalam menyikapi kondisi industri migas yang masih dinamis sepanjang tahun 2020 ditambah dengan adanya pandemi Covid-19, Dewan Komisaris memberikan apresiasi atas langkah-langkah strategis yang dijalankan oleh Direksi. Strategi operation excellence melalui strategi sourcing pengadaan dengan membuka peluang pemasok baru utamanya produsen serta strategi productivity and asset optimization dinilai baik oleh Dewan Komisaris karena mampu meningkatkan efisiensi operasional dan pengelolaan risiko yang cukup efektif. Strategi diversifikasi portofolio masih tetap dijalankan karena strategi ini yang menjadi kunci utama peningkatan kinerja sejak tiga tahun terakhir. Strategi ini juga berhasil menguatkan Elnusa kembali sebagai entitas dan juga sebagai perusahaan yang menjadi bagian dari Pertamina Group. Kinerja segmen Jasa Distribusi & Logistik Energi tetap kokoh, Jasa Hulu Migas semakin membaik dan Jasa Penunjang Migas membuat Elnusa utuh sebagai perusahaan jasa energi yang memberikan solusi total.

Atas dasar ini, selama tahun 2020, Dewan Komisaris telah berupaya sebaik-baiknya untuk memastikan pengawasan terhadap strategi tersebut agar dapat berjalan dengan baik. Secara berkala, Dewan Komisaris menghadiri Rapat Gabungan Dewan Komisaris dan Direksi dengan agenda pemaparan informasi terkait kinerja Perseroan. Selain itu, Dewan Komisaris juga melakukan pertemuan dalam hal terdapat pembahasan yang bersifat penting dan darurat atau hal yang membutuhkan persetujuan Dewan Komisaris. Dewan Komisaris juga melakukan kunjungan faktual baik secara langsung maupun virtual ke Anak Perusahaan sebagai upaya verifikasi secara langsung atas laporan yang dipaparkan Direksi

## SUPERVISION OF THE BOARD OF DIRECTORS' STRATEGY IMPLEMENTATION

The main key to the success of management in achieving targets and performance evaluation is a harmonious collaboration between the Board of Commissioners and the Board of Directors. The Board of Commissioners always pays high attention to supervise the implementation of the strategies by the Board of Directors. This is in line with the role of the Board of Commissioners to ensure that the implementation of the Company's strategy is on the right track without compromising compliance with applicable regulations. The authority of the Board of Commissioners in supervising the Company's operational activities is based on the Law, Articles of Association, GCG Code of Conduct, and the Company's work guidelines.

In responding to the dynamic conditions of the oil and gas industry throughout 2020, with the Covid-19 pandemic, the Board of Commissioners appreciates the strategic steps by the Board of Directors. The operation excellence strategy through the procurement sourcing strategy by opening opportunities for new suppliers, especially producers, and the productivity and asset optimization strategy is considered good by the Board of Commissioners due to its ability to increase operational efficiency and effective risk management. The portfolio diversification strategy implementation was still running because this strategy is the key to improve performance for the last three years. This strategy has also succeeded in strengthening Elnusa as an entity and also as a part of the Pertamina Group. The performance of the Energy Distribution & Logistics Services segment remains strong, Upstream Oil and Gas Services are getting better, and Oil and Gas Support Services has completed Elnusa as an energy services company that provides total solutions.

Therefore, throughout 2020, the Board of Commissioners was fully strived to ensure that the supervision of this strategy runs properly. Periodically, the Board of Commissioners attends Joint Meetings of the Board of Commissioners and the Board of Directors with an agenda of disclosing information related to the Company's performance. Besides, the Board of Commissioners also holds meetings to discuss any important and emergency matters that require the approval of the Board of Commissioners. The Board of Commissioners also conducts factual visits to the Subsidiaries to directly verify the reports presented by the Board of Directors holistically. In particular, the supervisory function of the Board of



secara holistik. Pada khususnya, fungsi pengawasan Dewan Komisaris senantiasa ditingkatkan secara signifikan. Dalam praktiknya, Dewan Komisaris juga berupaya menjaga komunikasi yang intensif dengan Direksi agar pengawasan terhadap aspek operasional dapat berjalan lebih terfokus dan terencana.

Berdasarkan pencapaian yang diraih pada tahun 2020, Dewan Komisaris menilai Direksi telah melakukan strategi usaha yang tepat dan sesuai dengan yang telah ditetapkan dalam rencana Perseroan serta cukup adaptif menghadapi tantangan yang terjadi sepanjang tahun 2020 terutama yang diakibatkan pandemi Covid-19.

### PEMBERIAN ARAHAN KEPADA DIREKSI

Selain menjalankan peran pengawasan, Dewan Komisaris maupun Komite Penunjang Dewan Komisaris berkewajiban menyelenggarakan rapat rutin untuk memberikan saran kepada Direksi terkait implementasi bisnis dan strategi Perseroan. Mekanisme untuk memberikan saran secara normatif diadakan melalui penyelenggaraan rapat gabungan Dewan Komisaris bersama Direksi yang diselenggarakan secara berkala. Sedangkan secara fungsional, Dewan Komisaris melalui Komite Audit menyelenggarakan rapat rutin untuk membahas temuan dan mencapai kesimpulan dalam bentuk saran yang kemudian disampaikan kepada Direksi. Selain itu, Dewan Komisaris juga melakukan diskusi informal dengan Direksi di mana Dewan Komisaris meminta Direksi untuk memberikan penjelasan terkait segala isu yang memerlukan perhatian khusus. Dewan Komisaris kemudian memberikan saran secara langsung kepada Direksi atas isu tersebut, serta meminta Direksi untuk menindaklanjuti dan mengimplementasikan dari saran yang diberikan.

Sepanjang tahun 2020, Dewan Komisaris memberikan nasihat dan arahan kepada Direksi antara lain:

1. Menghadapi situasi yang luar biasa sebagai dampak dari adanya pandemi Covid-19, Direksi agar senantiasa mampu beradaptasi dan flexible dalam perubahan budaya kerja baru, automasi dan digitalisasi.
2. Transparansi Supply Chain Management sebagai *value added* bagi Perseroan.
3. Perseroan sebagai perusahaan terbuka dalam menjalankan Perusahaan sedapat mungkin sesuai dengan peraturan dan perundang-undangan yang berlaku serta tata kelola perusahaan yang baik (*Good Corporate Governance*).

Commissioners has been significantly enhanced. In practice, the Board of Commissioners also strives to maintain intensive communication with the Board of Directors so that the supervision of operational aspects can be more focused and prepared.

Based on the achievements in 2020, the Board of Commissioners assesses that the Board of Directors has implemented a business strategy appropriately and in line with the Company's plan and is adaptive to overcome the challenges throughout 2020, especially those caused by the Covid-19 pandemic.

### PROVIDING DIRECTION TO THE BOARD OF DIRECTORS

Besides carrying out their supervisory role, the Board of Commissioners and the Supporting Committees are obliged to hold regular meetings to provide advice to the Board of Directors regarding the implementation of the Company's business and strategy. The mechanism for providing normative advice is carried out through the joint meetings of the Board of Commissioners and the Board of Directors, periodically. Meanwhile, the Board of Commissioners through the Audit Committee holds regular meetings to discuss findings and get conclusions in the form of suggestions which are then submitted to the Board of Directors. Besides, the Board of Commissioners also conducts informal discussions with the Board of Directors in which the Board of Commissioners asks the Board of Directors to explain all issues that require special attention. The Board of Commissioners then provides direct advice to the Board of Directors and asks the Board of Directors to follow up and implement the suggestions.

Throughout 2020, the Board of Commissioners provided advice and suggestions to the Board of Directors, as follows:

1. To overcome extraordinary situations due to the Covid-19 pandemic, the Board of Directors should always be able to adapt and be flexible in changing new work cultures, automation, and digitalization.
2. Transparency of Supply Chain Management as added value for the Company.
3. The Company as a public company in running the Company must comply with the applicable laws and regulations and also good corporate governance (*Good Corporate Governance*).



4. *Health, Safety, Security and Environment* merupakan aspek mendasar dalam operasional Perseroan. Seluruh entitas Perseroan dari mulai pekerja di lapangan hingga pihak manajemen, serta kontraktor pihak ketiga yang terlibat dengan kegiatan Perseroan diwajibkan mematuhi implementasi HSSE.

## PANDANGAN ATAS PROSPEK USAHA

Perekonomian Indonesia 2021 diprakirakan terus membaik didukung kemajuan penanganan Covid-19 termasuk vaksinasi, pemulihan ekonomi global, serta stimulus dan penguatan kebijakan. Perkembangan sejumlah indikator dini hingga akhir Desember 2020 mengonfirmasi optimisme perbaikan ekonomi global, yang didukung peningkatan mobilitas dan stimulus kebijakan di berbagai negara. Perekonomian global pada 2021 diprakirakan tumbuh di kisaran 5%, meningkat setelah berkontraksi sekitar 3,8% pada 2020. Perbaikan ekonomi dunia mendukung peningkatan volume perdagangan dan harga komoditas. Ketidakpastian pasar keuangan global juga mereda sehingga mendorong aliran modal kembali masuk ke negara berkembang dan menopang penguatan mata uangnya.

Perekonomian domestik yang mulai membaik pada semester II 2020 diprakirakan terus menguat pada 2021. Perkembangan sejumlah indikator dini hingga akhir Desember 2020 mengonfirmasi arah pemulihan tersebut, seperti perbaikan Purchasing Manager's Index (PMI) manufaktur, dan keyakinan serta ekspektasi konsumen yang menguat terhadap penghasilan, ketersediaan lapangan kerja, dan kegiatan usaha. Prospek kecepatan pemulihan akan banyak dipengaruhi vaksinasi dan disiplin masyarakat dalam penerapan protokol Covid-19, yang menjadi prasyarat pemulihan ekonomi nasional tersebut. Selain itu, berbagai kebijakan untuk mendorong pemulihan ekonomi pun sudah dicanangkan yaitu (i) pembukaan sektor-sektor produktif dan aman secara nasional maupun di masing-masing daerah, (ii) percepatan realisasi fiskal, (iii) peningkatan kredit perbankan dari sisi permintaan dan penawaran, (iv) keberlanjutan stimulus moneter dan makroprudensial, serta (v) percepatan digitalisasi ekonomi dan keuangan, khususnya terkait pengembangan UMKM, juga menjadi faktor yang memengaruhi prospek pemulihan perekonomian domestik. Dengan berbagai faktor pendukung tersebut, pertumbuhan ekonomi Indonesia 2021 diperkirakan meningkat di kisaran 4,8-5,8%.

4. *Health, Safety, Security, and Environment* are fundamental aspects of the Company's operations. All Company entities, from field workers to management, and third-party contractors involved in the Company's activities are required to comply with the HSSE implementation.

## VIEWS ON BUSINESS PROSPECTS

The Indonesian economy is predicted to continue to improve in 2021, supported by progress in the handling of Covid-19, including vaccinations, global economic recovery, and policy stimulus and strengthening. The development of several early indicators until the end of December 2020 confirmed the optimism for global economic recovery, which is supported by increased mobility and policy stimulus in various countries. The global economy is predicted to grow in the range of 5% in 2021, increasing after contracting by around 3.8% in 2020. The improvement in the global economy has supported an increase in trade volume and commodity prices. Global financial market uncertainty has also eased, encourage capital flows back into developing countries, and sustained the strengthening of their currencies.

The domestic economy, which was started to improve in semester II 2020, is predicted to continue strengthening in 2021. Developments in several early indicators until the end of December 2020 confirmed the direction of the recovery, such as improvements in the manufacturing Purchasing Manager's Index (PMI), and strengthening consumer confidence and expectations regarding income, availability of employment, and business activities. The prospect of speed recovery will be mainly impacted by vaccinations and public discipline in implementing the Covid-19 protocol, which is a requirement for national economic recovery. Besides, various policies to promote economic recovery have also been launched, namely (i) the opening of national and regional productive and safe sectors; (ii) accelerating fiscal realization; (iii) increasing demand and supply of the bank credit; (iv) the continuation of monetary and macroprudential stimulus; and (v) the acceleration of economic and financial digitalization, especially related to the development of MSMEs, are also factors that influence the prospects for domestic economic recovery. With these various supporting factors, Indonesia's economic growth in 2021 is projected to increase in the range of 4.8-5.8%.

Peluang industri migas di Tanah Air masih prospektif meski saat ini dunia tengah mengutamakan pemenuhan energi bersih dari energi baru dan terbarukan. Peran subsektor migas tidak hanya dalam pemenuhan kebutuhan energi untuk transportasi maupun kelistrikan, namun juga berperan sebagai bahan baku dalam pengembangan industri. Berdasarkan Rencana Umum Energi Nasional (RUEN) konsumsi minyak diperkirakan akan meningkat dari 1,66 juta BOPD menjadi 3,97 juta BOPD di tahun 2050 atau naik sebesar 139%. Konsumsi gas meningkat lebih besar lagi yakni dari 6 ribu MMSCFD menjadi 26 ribu MMSCFD pada tahun 2050 atau naik 298%. Untuk memenuhi kebutuhan energi tersebut, sesungguhnya potensi hulu migas Indonesia masih sangat besar karena dari 128 cekungan migas yang dimiliki, baru 20 cekungan yang sudah berproduksi dan masih terdapat 68 cekungan yang belum dieksplorasi. Optimisme industri migas juga disampaikan oleh Satuan Kerja Khusus Pelaksana Kegiatan Usaha Hulu Minyak dan Gas Bumi (SKK Migas) yang menargetkan akan ada 14 proyek hulu migas yang akan beroperasi atau onstream pada tahun ini. Sesuai WP&B (Work Plan and Budgeting) akan ada 2 proyek PSN (Proyek Strategis Nasional) dan 12 proyek non-PSN hulu migas yang ditargetkan akan beroperasi.

Langkah strategis yang disiapkan oleh Pemerintah tahun 2021 untuk dibidang minyak antara lain pertama adalah optimalisasi *existing production* dengan *primary recovery* maupun *secondary recovery* dan kedua adalah *resources to reserve* (mengubah sumber daya menjadi cadangan), *reserve to production* (mengubah cadangan menjadi produksi), percepatan proses persetujuan *Plan of Development* dan percepatan *Enhanced Oil Recovery*.

Berdasarkan target dan langkah strategis yang disampaikan oleh Pemerintah baik oleh KESDM maupun SKK Migas ditambah dengan sinergi yang solid antar Pertamina Group, kami yakin menjadi potensi besar bagi Perseroan. Terlebih dalam rangka optimalisasi produksi blok-blok migas yang dimiliki Pertamina dan eksplorasi cekungan migas yang ada di Indonesia dibutuhkan aktivitas jasa untuk meningkatkan jumlah produksi dan cadangan minyak yang semakin dibutuhkan, hal ini menambah peluang bagi Perseroan dalam menghadapi prospek usaha di tahun 2021.

The opportunities for the oil and gas industry in the country are still prospective even though the world is currently prioritizing the fulfillment of clean energy from new and renewable energy. The role of the oil and gas sub-sector is not only in providing energy needs for transportation and electricity but also as a raw material for industrial development. Based on the National Energy General Plan (RUEN), oil consumption is estimated to increase from 1.66 million BOPD to 3.97 million BOPD in 2050, or an increase of 139%. Gas consumption has increased even more, from 6 thousand MMSCFD to 26 thousand MMSCFD in 2050 or an increase of 298%. To meet these energy needs, Indonesia's upstream oil and gas potential is still very adequate, of the 128 oil and gas basins owned, only 20 were already produced and 68 basins have not been explored. Optimism in the oil and gas industry was also presented by the Special Task Force for Upstream Oil and Gas Business Activities (SKK Migas), which targets 14 upstream oil and gas projects to operate or onstream this year. According to the WP&B (Work Plan and Budgeting), there will be 2 PSN (National Strategic Projects) projects and 12 non-PSN upstream oil and gas projects which are targeted to operate.

The 2021 strategic steps prepared by the Government for the oil sector are among others, first, optimization of existing production with primary recovery and secondary recovery, and second, resources to reserve (turning resources into reserves), reserves to production (turning reserves into production), accelerating the approval of Plan of Development and acceleration of Enhanced Oil Recovery.

Based on the targets and strategic steps by the Government by both the Ministry of Energy and Mineral Resources and SKK Migas and with a solid synergy between Pertamina Group, we believe it has great potential for the Company. Moreover, to optimize the production of oil and gas blocks owned by Pertamina and exploration of oil and gas basins in Indonesia, service activities are needed to increase the production and oil reserves, this is a new opportunity for the Company to overcome business prospects in 2021.



Dengan mempertimbangkan kondisi perekonomian global yang akan berdampak juga terhadap perekonomian di Indonesia, harga minyak dunia dan upaya-upaya penanggulangan Covid-19, serta dengan tetap mempertimbangkan peluang dan upaya-upaya yang telah disusun dan juga didukung dengan pengalaman Perseroan selama lebih dari 51 tahun, Dewan Komisaris Perseroan memandang bahwa tahun 2021 akan menjadi tahun yang penuh optimisme bagi Perseroan meskipun harus selalu siap dengan segala tantangan yang ada. Karenanya, tidak hentinya Dewan Komisaris selalu mengingatkan Direksi untuk terus berupaya memberikan hasil terbaik bagi para stakeholders. Dengan inovasi berkelanjutan dan perbaikan metode kerja yang lebih efektif dan efisien serta kompetensi sumber daya manusia yang mumpuni, kami optimis Perseroan memiliki prospek usaha jangka panjang yang menjanjikan serta mampu memberikan imbal jasa yang memuaskan bagi Pemegang Saham dan Para Pemangku Kepentingan lainnya.

#### PANDANGAN ATAS PENERAPAN TATA KELOLA PERUSAHAAN DAN WHITSLEBLOWING SYSTEM

Implementasi tata kelola yang baik merupakan tugas dan tanggung jawab Dewan Komisaris bersama dengan Direksi. Dalam menjalankan tugas dan tanggung jawab tersebut, Dewan Komisaris tidak hanya bertanggung jawab pada hasil akhir tetapi juga senantiasa memantau proses untuk mencapai hasil yang diharapkan. Dewan Komisaris bersama dengan Direksi berkomitmen untuk mewujudkan implementasi tata kelola perusahaan yang melebihi ekspektasi (*beyond governance*), sehingga dapat menghasilkan nilai yang berkelanjutan. Di tahun 2020, komitmen ini diwujudkan antara lain melakukan pengukuran terhadap penerapan GCG melalui penilaian atas penerapan ASEAN CG Scorecard yang dilakukan oleh lembaga independen dengan pencapaian skor sebesar 87,75 (kategori "Baik"). Dengan menyelenggarakan penilaian GCG maka Dewan Komisaris merasa sangat terbantu terutama dalam menjalankan peran pengawasan terhadap implementasi GCG di Perseroan. Selain itu, sebagai bentuk penguatan implementasi GCG, Perseroan berhasil memperoleh sertifikasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan (*Anti Bribery Management System*).

Di sisi lain, penerapan sistem pelaporan pelanggaran (*whistleblowing system*) di Perseroan juga sudah berjalan cukup baik. Di sepanjang tahun 2020, Dewan

By considering the global economic conditions that will also impact the economy in Indonesia, world oil prices, and the handling management of Covid-19, while still considering the opportunities and efforts that have been prepared and also supported by the Company's experience of more than 51 years, The Board of Commissioners of the Company believes that 2021 will be a year full of optimism for the Company, though, the Company should always be prepared for all the challenges. Therefore, the Board of Commissioners constantly reminds the Board of Directors to continue to strive to provide the best results for stakeholders. With continuous innovation and improvements to more effective and efficient work methods and competence of qualified human resources, we are optimistic that the Company has a promising long-term business prospect and can provide satisfactory returns for Shareholders and other Stakeholders.

#### VIEW ON CORPORATE GOVERNANCE AND WHISTLEBLOWING SYSTEM IMPLEMENTATION

The implementation of good governance is the duty and responsibility of the Board of Commissioners along with the Board of Directors. In carrying out their duties and responsibilities, the Board of Commissioners is not only responsible for the final results but also constantly monitors the process to achieve the expected results. The Board of Commissioners and the Board of Directors are committed to realizing the implementation of corporate governance that beyond expectations (*beyond governance*), to achieve sustainable value. In 2020, this commitment was realized, among others, by measuring the implementation of GCG through an assessment of the ASEAN CG Scorecard implementation by an independent institution with a score of 87.75 ("Good" category). GCG assessment facilitates the Board of Commissioners, especially in carrying out its supervisory role in the implementation of GCG in the Company. Besides, as a form of strengthening GCG implementation, the Company has successfully obtained ISO 37001:2016 certification for the Anti-Bribery Management System.

Besides, the implementation of a whistleblowing system in the Company has also been carried out properly. Throughout 2020, the Board of

Komisaris menerima 1 (satu) laporan pelanggaran yang berkaitan dengan masalah internal di Anak Perusahaan Perseroan. Sehubungan dengan hal tersebut, telah dilakukan langkah-langkah korektif yang melibatkan Komite Audit maupun Fungsi Internal Audit Perseroan. Dewan Komisaris menilai, sejauh ini para fungsi yang menangani WBS semakin penting keberadaannya oleh stakeholder sebagai bagian dari pengendalian internal dan sejauh ini Organ Dewan Komisaris dan Organ Direksi sangat responsif menanggapi pengaduan tersebut. Dalam memastikan kebenaran laporan pengaduan, Dewan Komisaris menilai bahwa Tim WBS cukup berhati-hati dengan melibatkan Internal Auditor atau dengan melakukan audit khusus, jika memang diperlukan. Untuk lebih mendekatkan WBS kepada karyawan ELNUSA Group, sosialisasi GCG dan WBS dikenalkan melalui WBS Campaign (BroadCast/ Email blast), sosialisasi dalam Vendor Annual Meeting, WBS Center dengan link <https://whistleblower.elnusa.co.id/> atau melalui surat yang ditujukan ke kantor ELNUSA. ELNUSA selalu mengedepankan kerahasiaan Pelapor.

### **PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS**

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris dibantu oleh tiga komite, yakni Komite Audit, Komite Nominasi dan Remunerasi serta Komite Pemantau Risiko dan dalam pelaksanaan kerjanya Direksi merupakan mitra kerja Dewan Komisaris, demikian juga dengan BOD-1 (satu level di bawah Direksi) tertentu adalah merupakan mitra kerja Komite yang relevan. Komite Audit bermitra utama dengan Internal Audit di level manajemen, demikian juga dengan Komite Nominasi dan Remunerasi mitra utamanya adalah Divisi Human Capital, sedangkan Komite Pemantau Risiko bermitra utama dengan Divisi Risk Management. Selama tahun 2020, ketiga komite tersebut telah menunjukkan kinerja yang baik dengan mengimplementasikan banyak inisiatif baru untuk menunjang kegiatan Dewan Komisaris.

Komite Audit dibentuk dalam rangka membantu tugas Dewan Komisaris untuk mendorong diterapkannya tata kelola perusahaan, terbentuknya struktur pengendalian internal yang memadai, meningkatkan kualitas keterbukaan dan pelaporan keuangan, serta mengkaji ruang lingkup, ketepatan, kemandirian dan objektivitas akuntan publik. Di tahun 2020, Komite Audit telah melakukan perannya

Commissioners received 1 (one) violation report related to internal problems in the Company's subsidiaries. Several corrective steps have been taken involving the Audit Committee and the Company's Internal Audit Function. The Board of Commissioners considers that the WBS handling functions are increasingly important for stakeholders as part of internal control and the Board of Commissioners and the Board of Directors' organs are very responsive in responding to complaints. In ensuring the accuracy of the complaint, the Board of Commissioners considers that the WBS Team is quite careful by involving the Internal Auditor or by conducting a special audit, if necessary. To get WBS closer to the employees of ELNUSA Group, the socialization of GCG and WBS was introduced through the WBS Campaign (BroadCast/Email blast), socialization in the Vendor Annual Meeting, WBS Center through the link <https://whistleblower.elnusa.co.id/> or via mail addressed to the ELNUSA office. ELNUSA always prioritizes the confidentiality of the Reporting Party.

### **PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS**

In carrying out its duties and responsibilities, the Board of Commissioners is assisted by three committees, namely the Audit Committee, the Nomination and Remuneration Committee, and the Risk Monitoring Committee and in carrying out its duties, the Board of Directors is a working partner of the Board of Commissioners, and also BOD-1 (one level below the Board of Directors), is the relevant partner of the Committees. The Audit Committee is the main partner of the Internal Audit at the management level, the Nomination and Remuneration Committee is the main partner of the Human Capital Division, while the Risk Monitoring Committee is the main partner of the Risk Management Division. Throughout 2020, the three committees performed good performances by implementing several new initiatives to support the Board of Commissioners' activities.

The Audit Committee was established to assist the duties of the Board of Commissioners in encouraging the implementation of corporate governance, the establishment of an adequate internal control structure, improving the quality of financial disclosure and reporting, and reviewing the scope, accuracy, independence, and objectivity of public accountants. In 2020, the Audit Committee has performed its role



dengan optimal sehingga sangat mendukung fungsi pengawasan Dewan Komisaris terhadap jalannya Perseroan.

Komite Nominasi dan Remunerasi merupakan komite yang dibentuk dalam rangka membantu Dewan Komisaris dalam hal mengusulkan nominasi suksesi dan remunerasi Direksi. Komite Nominasi dan Remunerasi merupakan sub organ Dewan Komisaris yang memiliki tugas utama untuk membantu efektifnya fungsi pengawasan yang dijalankan oleh Dewan Komisaris terhadap tugas Direksi dalam mengelola Perseroan.

Komite Pemantau Risiko dibentuk untuk membantu tugas Dewan Komisaris dalam upaya melakukan identifikasi, pemetaan, analisis, dan mitigasi risiko atas seluruh proses bisnis Perseroan yang ditujukan untuk mencegah dan meminimalisasi risiko. Selain itu, Komite Pemantau Risiko membuat laporan secara tertulis atas setiap penugasan yang diberikan oleh Dewan Komisaris.

Selain pelaksanaan program kerja yang tepat, peran dari masing-masing komite juga senantiasa ditingkatkan secara signifikan untuk dapat mendukung tugas dan kewajiban Dewan Komisaris. Berbekal dukungan ketiga komite tersebut, Dewan Komisaris senantiasa mendorong penerapan standar tata kelola yang baik di semua aspek operasional Perseroan.

## PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Saya selaku Komisaris Utama yang ditugaskan melalui RUPS Tahunan Tanggal 8 Juli 2020 sebagaimana di atas, mengucapkan terima kasih atas amanat yang diberikan, dan berjanji akan menjalankan tugas tersebut dengan sebaik-baiknya dan sepuuh hati.

Di sisi lain, kami juga ingin menyampaikan apresiasi kepada Bapak Narendra Widjajanto dan Bapak Eman Salman Arief atas kontribusi yang telah diberikan selama menjabat sebagai anggota Dewan Komisaris.

Dengan demikian per 31 Desember 2020, komposisi Dewan Komisaris Perseroan sebagai berikut:

optimally in supporting the supervisory function of the Board of Commissioners towards the Company.

The Nomination and Remuneration Committee was established to assist the Board of Commissioners in proposing nominations for succession and remuneration for the Board of Directors. The Nomination and Remuneration Committee is a sub-organ of the Board of Commissioners whose main task is to assist the effectiveness of the supervisory function of the Board of Commissioners on the Board of Directors' duties in managing the Company.

The Risk Monitoring Committee was established to assist the duties of the Board of Commissioners to identify, map, analyze, and mitigate risks for all of the Company's business processes to prevent and minimize risks. Besides, the Risk Monitoring Committee prepares a written report on each assignment by the Board of Commissioners.

Besides the implementation of a proper work program, the role of each committee has also been significantly enhanced to support the duties and responsibilities of the Board of Commissioners. With the support of these three committees, the Board of Commissioners continues to encourage the implementation of good governance standards in all aspects of the Company's operations.

## CHANGES IN THE BOARD OF COMMISSIONERS' COMPOSITION

I am as the President Commissioner assigned through Annual GMS on July 8, 2020, would like to express my gratitude for the trust, and promised to carried out these duties properly and wholeheartedly.

Besides, we would also express our appreciation to Mr. Narendra Widjajanto and Mr. Eman Salman Arief for their contributions while serving as a member of the Board of Commissioners.

Thus, as of December 31, 2020, the composition of the Company's Board of Commissioners are as follows:

No.	Nama Name	Jabatan Position
1.	Agus Prabowo	Komisaris Utama President Commissioner
2.	Lusiaga Levi Susila	Komisaris Independen Independent Commissioner
3.	Anis Baridwan	Komisaris Independen Independent Commissioner
4.	Antonius Ratdomopurbo	Komisaris Commissioner

## APRESIASI

Kami ingin menyampaikan apresiasi kami kepada pemegang saham dan pemangku kepentingan atas kepercayaan dan dukungan yang diberikan selama ini. Apresiasi dan penghargaan terdalah juga kami tujukan kepada segenap Direksi, jajaran Manajemen dan seluruh Perwira Perseroan atas kerja keras serta dedikasi dalam upaya pengembangan Perseroan menjadi lebih baik lagi. Tak luput, apresiasi kami sampaikan kepada para pelanggan, mitra bisnis maupun pemangku kepentingan lainnya atas dukungan dan kepercayaan kepada Perseroan.

Sebagai penutup, mari kita berusaha dengan maksimal dan berdoa. Semoga segala upaya yang telah dilakukan di tahun 2020 ini maupun tantangan yang menanti pada tahun 2021 dapat dihadapi oleh Perseroan dengan baik. Semoga Perseroan selalu mendapat berkah dan rahmat dari Allah SWT, aamiin.

## APPRECIATION

We would like to express our appreciation to shareholders and stakeholders for their continuous trust and support. Our deepest appreciation also goes to all members of the Board of Directors, Management, and all Company Officers for their hard work and dedication to develop the Company. Last but not the least, we would like to extend our appreciation to our customers, business partners, and other stakeholders for their support and trust in the Company.

In a conclusion, let's do our best and pray. Hopefully, all the efforts that have been carried out in 2020 and the future challenges in 2021 can be addressed by the Company properly. May the Company always receive blessings and grace from Allah SWT, aamiin.

Jakarta, 20 Mei 2021  
Jakarta, May 20, 2021

### AGUS PRABOWO

Komisaris Utama  
President Commissioner



1

**Ali Mundakir**

Direktur Utama  
President Director

2

**Tenny Elfrida**

Direktur SDM & Umum  
Director of Human Resources & General Affairs

3

**Hery Setiawan**

Direktur Keuangan  
Director of Finance

4

**Arief Riyanto**

Direktur Pengembangan Usaha  
merangkap Direktur Operasi  
Director of Business Development concurrently as  
Director of Operation





3

2

1

4

TENNY ELFIDA

ALI MANDOR

ABDULLAH

**LAPORAN DIREKSI**  
BOARD OF DIRECTORS REPORT**Ali Mundakir**

Direktur Utama  
President Director



## ” LABA BERSIH KONSOLIDASI ELNUSA PADA TAHUN 2020 TERCATAT SEBESAR RP249 MILIAR, PENCAPAIAN YANG PATUT DISYUKURI DENGAN KONDISI PEREKONOMIAN YANG TERDAMPAK *TRIPLE SHOCK*.

ELNUSA'S CONSOLIDATED NET PROFIT IN 2020 WAS RECORDED AT RP249 BILLION, AN ACHIEVEMENT TO BE GRATEFUL FOR DURING THE ECONOMIC CONDITIONS IMPACTED BY THE TRIPLE SHOCK.

**Para Pemegang Saham dan Pemangku Kepentingan yang terhormat,**

Dengan memanjatkan puja dan puji syukur kehadiran Allah SWT, Tuhan Yang Maha Esa, izinkan kami mewakili segenap manajemen PT Elnusa Tbk untuk menyampaikan Laporan Tahunan tahun buku 2020 sebagai bentuk pertanggungjawaban kepada Para Pemegang Saham dan seluruh Pemangku Kepentingan lainnya.

Pencapaian usaha Perseroan di tahun 2020, seperti yang tertuang dalam laporan tahunan ini, merupakan gambaran dari upaya-upaya adaptatif terhadap kondisi yang terjadi dan inisiasi strategis yang telah dilakukan manajemen. Daya upaya yang diharapkan mampu memberikan dampak yang positif terhadap kinerja Elnusa secara berkelanjutan.

Selanjutnya perkenankanlah kami selaku Direksi Elnusa untuk menyampaikan pengelolaan Perseroan di tahun buku 2020.

### **PERSPEKTIF MAKRO EKONOMI DAN KEBIJAKAN STRATEGIS MANAJEMEN**

Seluruh sektor industri mengalami guncangan dahsyat akibat pandemi Covid-19. Pertumbuhan ekonomi Indonesia mengalami kontraksi pertumbuhan sebesar 2,07 dibandingkan tahun sebelumnya. Angka pertumbuhan yang masih positif dibandingkan dengan kinerja perekonomian dunia yang melambat. Badan Pusat Statistik mengeluarkan laporan bahwa Perekonomian Indonesia 2020 yang diukur berdasarkan Produk Domestik Bruto (PDB) atas dasar harga berlaku mencapai Rp15.434,2 triliun dan PDB per kapita mencapai Rp56,9 Juta atau US\$3.911,7.

**Dear Shareholders and Stakeholders,**

Praise and gratitude to the presence of Allah SWT, God Almighty, allow us to represent the entire management of PT Elnusa Tbk to present the Annual Report for the 2020 fiscal year as accountability to the Shareholders and all other Stakeholders.

The Company's business achievements in 2020, as stated in this annual report, are a reflection of adaptive efforts to the prevailing conditions and strategic initiatives that have been carried out by management. The efforts were expected to have a positive impact on Elnusa's sustainable performance.

Then, please allow us as the Board of Directors of Elnusa to present the management of the Company in the 2020 fiscal year.

### **MACROECONOMIC PERSPECTIVES AND MANAGEMENT STRATEGIC POLICY**

All industrial sectors experienced a devastating shock due to the Covid-19 pandemic. Indonesia's economic growth experienced a contraction of 2.07 compared to the previous year. The growth rate is still positive compared to the slowdown in the global economic performance. The Central Bureau of Statistics issued a report that the 2020 Indonesian Economy as measured by Gross Domestic Product (GDP) at current prices reached Rp15,434.2 trillion and GDP per capita reached Rp56.9 million or USD 3,911.7.



Perjalanan iklim usaha Perseroan sepanjang tahun 2020 memang dihadapkan kondisi yang di luar dugaan dan penuh tantangan. Setidaknya ada lima tantangan besar yang telah dan masih akan dihadapi oleh Elnusa, manajemen telah merancang kebijakan strategis menyingkapi hal tersebut, sebagai berikut:

#### 1. Penurunan Penjualan BBM

Penurunan penjualan BBM sebagai dampak diberlakukannya PSBB, secara nasional tercatat sebesar 25%. Tentunya penurunan ini mempengaruhi kinerja salah satu lini bisnis perseroan, jasa distribusi dan logistik energi. Perseroan meningkatkan Pengelolaan Depo serta Perdagangan Chemical yang mampu tumbuh dengan baik. Perseroan mendapatkan proyek penambahan pengelolaan Depo baru serta peningkatan penjualan Chemical dalam rangka memenuhi kebutuhan aktivitas pengeboran minyak.

#### 2. Fluktuasi Nilai Tukar Rupiah

Perseroan telah membuat skenario sangat berat berkaitan dengan mengasumsikan nilai tukar rupiah sebesar Rp17,500 per 1 USD yang menekan pendapatan perseroan. Penerbitan sukuk ijarah dalam nilai rupiah untuk menambah kekuatan keuangan.

#### 3. Fluktuasi Harga Minyak Dunia

Harga minyak mentah global sangat fluktuatif akibat anjloknya permintaan di tengah Covid-19. Namun, harga minyak mentah global berangsur membaik setelah OPEC+ memangkas produksinya. Harga ICP (*Indonesia Crude Price*) pernah menyentuh 38 USD per barel. Hal berdampak pada penundaan beberapa proyek eksplorasi dan permintaan penurunan harga jasa layanan dari pelanggan. Berbekal total solution services yang dimiliki, perseroan melakukan inovasi. Beberapa proyek survei seismic berhasil diselesaikan tanpa kendala dan sebagian masih akan berlanjut hingga awal 2021. Perseroan juga melakukan peningkatan produktivitas *Hydraulic Workover Unit* (HWU) dan *Electric Wireline Logging* (EWL) di pada blok-blok migas nasional.

The journey of the Company's business climate throughout 2020 was unexpected and challenging. There are at least five big challenges that have been and will still be faced by Elnusa, management has arranged a strategic policy to address these challenges, as follows:

#### 1. Decrease in Fuel Sales

The decrease in fuel sales due to the Large-Scale Social Restriction (PSBB) was recorded at 25% nationally. This decline impacted one of the company's business line performance, namely energy distribution and logistics services. The company improved Depot Management and Chemical Trading which was able to grow properly. The company has received additional projects for new depot management and increased chemical sales to meet the needs of oil drilling activities.

#### 2. Rupiah Exchange Rate Fluctuation

The Company has made a very tough scenario regarding assuming a rupiah exchange rate of Rp17,500 per 1 USD which will reduce the company's revenues. Issuance of Sukuk ijarah in rupiah value to increase financial strength.

#### 3. Global Oil Price Fluctuations

Global crude oil prices are highly volatile due to the decline in demand during Covid-19. However, global crude oil prices have gradually improved after OPEC+ cut production. The ICP (*Indonesia Crude Price*) has been recorded at 38 USD per barrel. This resulted in delays in several exploration projects and demand for reduced service prices from customers. With the total solution services, the company carried out innovations. Several seismic survey projects have been completed without obstacles and some will continue until early 2021. The Company was also carrying out productivity improvements for the *Hydraulic Workover Unit* (HWU) and *Electric Wireline Logging* (EWL) in national oil and gas blocks.

#### 4. Industrialisasi 4.0

Kejutan yang terjadi pada kuartal I 2020 menjadikan inisiasi digitalisasi memasuki masa percepatan. Elnusa dituntut untuk menghasilkan jasa yang bukan sekedar lebih baik dari sebelumnya, namun lebih baik dari lainnya. Transformasi digital yang telah dilakukan bukan hanya diharapkan untuk digitalisasi data dan proses bisnis internal, melainkan juga untuk menerapkan digital enhancement dengan para stakeholder sehingga dapat menghasilkan percepatan, akurasi, dan kualitas dalam hal perencanaan dan pelaksanaan setiap pekerjaan.

#### 5. Kebutuhan Pelanggan dan *Cost Leadership*

Pelanggan dengan kondisi perekonomian saat ini, melakukan efisiensi untuk dapat tetap bertahan. Efisiensi tersebut berdampak pada harga jual jasa layanan perseroan. Hal tersebut juga mempengaruhi kinerja perseroan. Perseroan masih mendapatkan tantangan besar dalam 3 tahun terakhir ini bagaimana menaikkan net profit margin. Salah satu upaya adalah dengan menurunkan biaya pokok penjualan. Oleh karenanya, upaya pengurangan impor peralatan dengan melakukan fabrikasi secara mandiri juga dilakukan. Strategi pengadaan juga revitalisasi dengan melaksanakan pengadaan strategis, strategic sourcing termasuk membuka peluang pemasok baru utamanya produsen menjadi perusahaan rekanan.

Semua tantangan di atas telah berhasil dilalui Elnusa dengan pencapaian yang gemilang. Tentu saja, strategi diversifikasi portofolio masih akan tetap dijalankan. Karena strategi ini yang menjadi kunci utama peningkatan kinerja sejak tiga tahun terakhir. Strategi ini juga berhasil menguatkan Elnusa kembali sebagai entitas dan juga sebagai perusahaan yang menjadi bagian dari Pertamina Group. Kinerja segmen jasa distribusi dan logistik energi tetap kokoh, jasa hulu migas semakin membaik dan jasa penunjang membuat Elnusa utuh sebagai perusahaan jasa energi yang memberikan solusi total.

#### 4. 4.0 Industrialization

The surprises in the first quarter of 2020 accelerated the digitalization initiation. Elnusa is required to produce services that are not only better than before but better than others. The digital transformation that has been carried out is not only expected to digitize data and internal business processes, but also to implement digital enhancement with stakeholders to produce acceleration, accuracy, and quality in planning and implementing each project.

#### 5. Customer Needs and Cost Leadership

Customers with current economic conditions are more efficient to survive. This efficiency has impacted the sale price of the company's services. This also affected the company's performance. The company still faces great challenges in the last 3 years to increase the net profit margin, one of the efforts is to reduce the cost of revenue. Therefore, the Company also reduced imports of equipment by fabricating independently. The procurement strategy is also revitalized by carrying out strategic procurement, strategic sourcing including opportunities for new suppliers, especially manufacturers, to become approved vendor lists.

All of the challenges above have been successfully passed by Elnusa with excellent achievements. While portfolio diversification strategy implementation was still running because this strategy is the key to improve performance for the last three years. This strategy has also succeeded in strengthening Elnusa as an entity and also as a part of the Pertamina Group. The performance of the Energy Distribution & Logistics Services segment remains strong, Upstream Oil and Gas Services are getting better, and Oil and Gas Support Services has completed Elnusa as an energy services company that provides total solutions.



## KINERJA USAHA DAN PEMENUHAN TARGET RKAP

Pandemi Covid-19 di awal tahun telah mengubah banyak hal terutama dari sisi bisnis disamping tekanan pada menurunnya harga minyak, berkurangnya konsumsi BBM, dan juga melemahnya kurs rupiah. Namun, keberagaman portofolio jasa yang dimiliki perseroan, dinilai mampu saling menopang satu sama lain dalam mendukung capaian konsolidasi di tahun 2020. Berbekal keyakinan bahwa setiap kesulitan ada kemudahan ditambah upaya keras semua fungsi, tahun 2020 dapat dilalui dengan kesyukuran. Kebahagiaan juga karena berhasil melanjutkan estafet perjalanan panjang Elnusa hingga saat ini. Perjalanan Elnusa di tahun 2020, memberi banyak peristiwa penting.

Atas kerja keras bersama sepanjang tahun yang telah kita lakukan, tahun buku 2020 ini akan kita tutup dengan pencapaian sebagai berikut:

1. Pendapatan usaha konsolidasi diperoleh Rp7,73 Triliun. Segmen Jasa Hulu Migas berkontribusi 53% dari pendapatan usaha. Segmen Jasa Distribusi & Logistik berkontribusi sebesar 43%. Sedangkan, Segmen Jsa Penunjang Bisnis memberikan kontribusi 4%. Capaian ini 8% lebih rendah dari pencapaian tahun 2020. Namun, lebih tinggi 8% dibandingkan RKAP 2020 hasil revisi sebagai dampak Pandemi Covid-19.
2. Marjin laba bersih konsolidasi masih perlu usaha keras agar memenuhi harapan pemegang saham telah mulai dapat diperbaiki. Marjin laba bersih pada 3,1%.
3. Laba bersih konsolidasi Rp249 Miliar. Memang menurun 30% dibandingkan pencapaian tahun lalu. Namun, 10% di atas target RKAP 2020 revisi.
4. Kas bersih yang dihasilkan dari operasi mencapai Rp563 Miliar, dengan kas dan setara kas mencapai Rp1,32 Triliun.

## BUSINESS PERFORMANCE AND FULFILLMENT OF RKAP TARGETS

The Covid-19 pandemic at the beginning of the year has changed many things, especially from the business side, besides the pressure on the decline in oil prices, reduced fuel consumption, and also the weakening of the rupiah exchange rate. However, the diversity of the company's service portfolios is considered capable of supporting each other in the consolidation achievements in 2020. With the belief that every difficulty comes with ease and the hard work of all functions, 2020 can be passed with gratitude. It was a blessing to succeed in continuing Elnusa's long journey until now. Elnusa's journey in 2020, resulted in many significant events.

For the cooperation throughout the year, we conclude the 2020 fiscal year with the following achievements:

1. Consolidated operating income recorded at Rp7.73 trillion. The Upstream Oil and Gas Services segment contributes 53% of operating income. The Distribution & Logistics Services segment contributed 43%. Meanwhile, the Business Supporting Services segment contributed 4%. This achievement was lower by 8% than the achievement in 2020. However, it was higher by 8% than the revised 2020 Budget Plan due to the Covid-19 Pandemic.
2. The consolidated net profit margin still needs to improve to meet shareholders' expectations. Net profit margin recorded at 3.1%.
3. Consolidated net profit recorded at Rp249 billion. Decreased by 30% compared to the last year. However, it was higher by 10% from the revised 2020 Budget Plan target.
4. Net cash from operating activities reached Rp563 billion, with cash and cash equivalents of Rp1.32 trillion.

## PENJAJAKAN PELUANG USAHA

Sementara dari sisi penjjajakan peluang-peluang usaha baru, beberapa peluang yang telah berhasil direalisasikan adalah sebagai berikut:

1. Jasa Hulu Migas
  - a. Perluasan embrio pangsa pasar baru melalui lini Geoscience & Reservoir Services (GRS) di Vietnam, India maupun Algeria. Penjjajakan lain seperti di Kuwait, UAE, Qatar maupun lainnya, masih dalam inisiasi.
  - b. Jasa survei seismik untuk Komitmen Kerja Pasti (KKP) Jambi Merang dengan menggunakan Elsa Regent di wilayah terbuka Indonesia. Begitu pula peluang melalui multiklien seismik. Salah satu upayanya adalah melakukan *Master Cooperation Agreement* dengan TGS-NOPEC.
  - c. Ekspansi bisnis lini Production, Operation & Maintenance Services (POMS), pada operation & maintenance untuk kilang-kilang telah juga dimulai.
  - d. Upaya penguatan kompetensi, kapabilitas serta kapasitas pun telah pula diinisiasi. Bersama Schlumberger, Elnusa akan melakukan berbagai Master Services Agreement untuk saling memperkuat satu sama lain.
  - e. Peningkatan produktivitas *Hydraulic Workover Unit* (HWU) dan *Electric Wireline Logging* (EWL) di pada blok-blok migas nasional.
2. Jasa Distribusi dan Logistik Energi
  - a. Pengelolaan terminal BBM berbasis aset telah mulai dilakukan. Depot LPG Amurang, Sulawesi Utara, merupakan yang pertama. Ke depan, melalui Elnusa Petrofin, dengan kepercayaan yang diberikan Pertamina akan dilanjutkan akuisisi infrastruktur untuk mendukung distribusi energi di Nusantara ini.
  - b. Ekspansi pada bisnis *chemical* untuk mendukung EOR injeksi polymer di Field Tanjung, Kabupaten Tabalong, Kalimantan Selatan.

## EXPLORING NEW BUSINESS OPPORTUNITIES

Meanwhile, in exploring new business opportunities, several opportunities that have been successfully realized are as follows:

1. Upstream Oil and Gas Services
  - a. Expansion of new market share through the Geoscience & Reservoir Services (GRS) line in Vietnam, India, and Algeria. Other explorations, such as in Kuwait, UAE, Qatar, and others, are still prepared.
  - b. Seismic survey services for Jambi Merang's Firm Work Commitment (KKP) using Elsa Regent in open areas of Indonesia. Likewise the opportunities through seismic multi-client. One of the efforts was carried out a Master Cooperation Agreement with TGS-NOPEC.
  - c. Production, Operation, & Maintenance Services (POMS) business expansion, in operation & maintenance for refineries has also started.
  - d. Strengthening competencies, capabilities, and capacities have also been initiated. With Schlumberger, Elnusa will carry out various Master Services Agreements to strengthen each other.
  - e. Increased productivity of the Hydraulic Workover Unit (HWU) and Electric Wireline Logging (EWL) in the national oil and gas blocks.
2. Energy Distribution and Logistics Services
  - a. Asset-based fuel terminal management has been started. Amurang LPG depot, North Sulawesi, was the first project. In the future, through Elnusa Petrofin, with the trust of Pertamina, the acquisition of infrastructure will continue to support energy distribution in Indonesia.
  - b. Expansion in the chemical business to support polymer injection EOR in Tanjung Field, Tabalong Regency, South Kalimantan.



3. Jasa Penunjang
  - a. Penguatan kompetensi fabrikasi beberapa peralatan maupun fasilitas migas telah mendukung penguatan kompetensi Elnusa.
  - b. Digital Smart Water Meter sudah memasuki tahap komersialisasi.
  - c. Data dan arsip management.

### Kinerja HSSE

Dari sisi kinerja HSSE, tahun ini berhasil dicatat juga tahun dengan *ZERO Fatality* dan *ZERO Lost Time Injury (LTI)*. Jumlah jam kerja pun mencapai 34,6 juta *man hours*.

### Penghargaan Eksternal

Atas kerja keras semua, Elnusa meraih banyak pengakuan pihak-pihak eksternal. Beberapa di antaranya adalah:

1. Anak Perusahaan Services Terbaik (PT Pertamina Hulu Indonesia)
2. Good Performance Contractor Safety Management System (PT Pertamina EP Asset 5)
3. Keberhasilan Turn Around Project (PT Pertamina RU IV)
4. Kontraktor terbaik dalam Operation & HSSE Excellence Drilling Workover Well Services (PT Pertamina Hulu Energi-OSES)
5. Anugerah Terbaik III Kategori Aliansi Strategi Nasional dan Global untuk Perusahaan BUMN dan Anak Perusahaan BUMN Tbk (Majalah BUMN Track)
6. Best Oil & Gas Exploration Services Company (Ikatan Ahli Geologi Indonesia)
7. Bronze Award of Asia Sustainability Reporting (National Center for Sustainability Reporting)
8. Bisnis Indonesia Award 2020 untuk kategori perusahaan publik yang bergerak di sektor pertambangan minyak dan gas bumi (Bisnis Indonesia)
9. Indonesia Top Digital Public Relation Award (TransCo)
10. Implementasi dan Perolehan Sertifikat ISO 37001:2016 Sistem Manajemen Anti Penyuapan (PT Pertamina)
11. Proper Biru untuk PT Elnusa Petrofin (Kementerian Lingkungan Hidup dan Kehutanan)
12. 5 Badan Usaha Terpatuh Bidang Bahan Bakar Minyak untuk PT Elnusa Petrofin (BPH Migas)
13. Best BIG Data Technology in Oil & Gas Enterprises untuk PT Patra Nusa Data (Asosiasi Big Data dan Artificial Intelligence)

3. Supporting Services
  - a. Strengthening the fabrication competence of several oil and gas equipment and facilities has supported the strengthening of Elnusa's competence.
  - b. Digital Smart Water Meter has been commercialized.
  - c. Data and archive management

### HSSE Performance

In terms of HSSE performance, this year was also successful with *ZERO Fatality* and *ZERO Lost Time Injury (LTI)*. The number of working hours also reached 34.6 million man-hours.

### External Awards

For all the hard work, Elnusa obtained a lot of awards from external parties. Among others, as follows:

1. Best Services Subsidiary (PT Pertamina Hulu Indonesia)
2. Good Performance Contractor Safety Management System (PT Pertamina EP Asset 5)
3. Turn Around Project Achievement (PT Pertamina RU IV)
4. The best contractor in Operation & HSSE Excellence Drilling Workover Well Services (PT Pertamina Hulu Energi-OSES)
5. Best Award III in the Category of National and Global Strategy Alliance for SOE Companies and SOE Subsidiaries Public Company (BUMN Track Magazine)
6. Best Oil & Gas Exploration Services Company (Indonesian Geologist Association)
7. Bronze Award of Asia Sustainability Reporting (National Center for Sustainability Reporting)
8. Bisnis Indonesia Award 2020 for the category of public companies engaged in the oil and gas mining sector (Bisnis Indonesia)
9. Indonesia Top Digital Public Relations Award (TransCo)
10. Implementation and Obtaining of ISO 37001: 2016 Certificate of Anti-Bribery Management System (PT Pertamina)
11. Blue Proper for PT Elnusa Petrofin (Ministry of Environment and Forestry)
12. 5 Obedient Business Entities in the Oil Fuel Sector for PT Elnusa Petrofin (BPH Migas)
13. Best BIG Data Technology in Oil & Gas Enterprises for PT Patra Nusa Data (Big Data and Artificial Intelligence Association)



14. Anugerah Inovasi Indonesia 2020 Kategori Produk dan Model Bisnis untuk FIN OSD untuk PT Elnusa Petrofin (IDX Channel)
15. 1st Winner Defensive Driving untuk PT Elnusa Petrofin (PT Hino Indonesia)

Pencapaian ini adalah kerja bersama semua komponen seperti Dewan Komisaris, Direksi dan keluarga besar Elnusa, disertai dukungan tim *office services* maupun *support*. Keberhasilan ini juga atas berkat Allah Tuhan Yang Maha Kuasa.

### Analisis Tantangan dan Peluang

Bank Dunia memproyeksi pertumbuhan ekonomi global pada tahun 2021 ini sebesar 4 persen. Angka tersebut menguat bila dibandingkan dengan laju perekonomian global pada tahun 2020 yang mengalami kontraksi sebesar 4,3%. Meski mengalami pemulihan, prospek perekonomian global ke depan masih diliputi ketidakpastian, penanganan pandemi Covid-19 masih menjadi faktor penentu. Namun proses vaksinasi serta pengelolaan pandemi yang efektif menjadi kunci utama dalam pemulihan ekonomi ke depan.

Pemerintah melalui Kementerian Keuangan memproyeksikan pertumbuhan ekonomi Indonesia pada tahun ini hanya mencapai 5,3%. Proyeksi ini lebih rendah dari yang ditetapkan pemerintah sebelumnya, yakni berada di kisaran 4,5% sampai dengan 5,5% di 2021.

Di lain pihak, Satuan Kerja Khusus Pelaksana Kegiatan Usaha Minyak dan Gas Bumi (SKK Migas) menyatakan 14 proyek migas ditargetkan beroperasi (onstream) pada 2020. Dua dari 14 proyek tersebut masuk dalam Proyek Strategis Nasional (PSN), yakni Proyek Jambaran Tiung Biru (JTB) di Blok Cepu dan Proyek LNG Tangguh Train-3 di Papua.

Sementara 12 proyek non-PSN antara lain Proyek Seng Segat di Blok Bentu oleh EMP Bentu Ltd, Proyek Bambu Besar, Akasia Bagus, Pengurusan Minyak Tahap Lanjut (*Enhanced Oil Recovery/ EOR*) Lapangan Jirak oleh PT Pertamina EP, serta proyek KLD di Blok *Offshore North West Java* (ONWJ) oleh PT Pertamina Hulu Energi ONWJ.

14. Anugerah Inovasi Indonesia 2020 Category Product and Business Model for FIN OSD for PT Elnusa Petrofin (IDX Channel)
15. 1st Winner Defensive Driving for PT Elnusa Petrofin (PT Hino Indonesia)

This achievement is the collaborative work of all components such as the Board of Commissioners, the Board of Directors, and the Elnusa family, supported by the office services and support teams. This success is also due to the blessing of Allah, the Almighty God.

### Analysis of Challenges and Opportunities

The World Bank projects global economic growth in 2021 at 4 percent. Strengthen compared to the global economy in 2020 which experienced a contraction of 4.3%. Despite the recovery, the global economic outlook is still full of uncertainty, the handling of the Covid-19 pandemic is still a determining factor. However, the vaccination process and effective pandemic management are the main keys to future economic recovery.

The government, through the Ministry of Finance, projects that Indonesia's economic growth this year will only reach 5.3%. This is lower than the previous projection government, which was in the range of 4.5% to 5.5% in 2021.

Besides, the Special Task Force for Implementing Oil and Gas Business Activities (SKK Migas) stated that 14 oil and gas projects are targeted to operate (onstream) by 2020. Two of the 14 projects are included in the National Strategic Project (PSN), namely the Jambaran Tiung Biru Project ( JTB) in the Cepu Block and the Tangguh Train-3 LNG Project in Papua.

Meanwhile, 12 non-PSN projects include the Seng Segat Project in the Bentu Block by EMP Bentu Ltd, Bambu Besar Project, Akasia Bagus, Jirak Field Enhanced Oil Recovery (EOR) by PT Pertamina EP, and the KLD project in the Offshore North West Java (ONWJ) Block by PT Pertamina Hulu Energi ONWJ.



Kondisi perekonomian pada tahun 2021 disambut dengan optimisme. Meski sebagai perseroan yang bergerak di bidang layanan energi, dampak pandemik masih dirasakan secara langsung. Hal itu tetap membuat kami lebih bersemangat, oleh karenanya RJPP ditinjau ulang pada tahun 2021 sebagai upaya adaptif terhadap perubahan. Hal ini merupakan salah satu upaya untuk mencapai tujuan. Karena tahun 2021 akan banyak tantangan dan menjadi pertarungan Elnusa untuk tumbuh menjadi lebih kuat, berkembang, dan berbuah lebih banyak lagi.

Elnusa akan tetap berkerja lebih keras lagi, fokus dan disiplin, konsisten serta gigih secara terus menerus dalam setiap bidangnya memberikan yang terbaik dari yang dimiliki. Karena hanya dengan kemauan dan kemampuan meningkatkan diri secara terus menerus, Elnusa akan menjadi lebih baik lagi.

Beberapa tantangan yang akan dihadapi ke depan adalah:

1. Sinergi dan penyalarsan bisnis anak usaha Pertamina dan juga anak usaha Elnusa  
Tantangan ini merupakan momen pembuktian untuk menunjukkan keunggulan solusi total yang Elnusa miliki. Bagaimana kami bias memberikan memberikan solusi dengan harga yang kompetitif. Jangkauan produk yang luas juga bias menjadi pilihan. Terlebih dengan meningkatkan Sinergi antar anak usaha Elnusa. Dengan moto: satu tekad, satu tujuan, satu Elnusa, Elnusa bisa memberikan layanan yang lebih kompetitif dan mendapatkan kepercayaan dari pasar dan terutama shareholder untuk menyukseskan proyek-proyek penting.
2. Memperbesar pangsa pasar luar negeri  
Keberhasilan yang telah dilalui dengan perluasan pangsa pasar di luar negeri perlu terus kita kuatkan. Berbekal kompetensi dan pengalaman panjang yang dimiliki, saya meyakini hal ini dapat kita raih.
3. Memperkuat kapabilitas serta kapasitas  
Investasi terpilih akan tetap kita jalankan untuk meningkatkan kapabilitas dan kapasitas Elnusa namun hal penting lain yang akan dilakukan adalah melakukan kolaborasi dengan berbagai pihak terlebih lagi dengan penyedia teknologi unggul sebagai jawaban jangka waktu pendek bagi para klien utama.

The Company is optimistic about facing the economic condition in 2021. Even though as a company engaged in energy services, the impact of the pandemic directly affected the Company. RJPP is being reviewed in 2021 as an adaptive effort to every change. This is an effort to achieve goals. Because, in 2021, there will be more challenges that will push Elnusa to grow stronger, develop, and resulted in more achievement.

Elnusa will continue to work even harder, focus and discipline, be consistent and persistent in every business field to produce the best result. Because only with the will and ability to improve continuously, Elnusa will become even better.

Some of the challenges that will be faced in the future are as follows:

1. Synergy and business alignment of Pertamina's subsidiaries and Elnusa's subsidiaries  
This challenge is to prove the excellence of the Elnusa total solution. This is how we able to provide solutions at competitive prices. A wide product range can also be an option. Especially by increasing the synergy between Elnusa's subsidiaries. Through the motto: one determination, one goal, one Elnusa, Elnusa can provide more competitive services and gain trust from the market and especially shareholders to succeed in important projects.
2. Enlarge foreign market share  
Elnusa needs to strengthen the success by expanding its foreign market share. With the competence and experiences we have, I believe we can achieve this.
3. Strengthening capabilities and capacities  
We will continue to carry out selected investments to improve Elnusa's capabilities and capacities, but another important thing that will be carried out is collaborating with various parties, especially with superior technology providers as a short-term solution for major clients.

#### 4. Kemampuan Human Capital

Seluruh rencana kerja besar tersebut akan menjadi sia-sia tanpa tersedianya manusia-manusia yang mampu dan siap untuk menjalankannya. Untuk itu kesempatan ini sangat terbuka bagi semua Perwira Elnusa untuk secara aktif meningkatkan kemampuannya baik melalui pendidikan akademis maupun keahlian yang dibuka lebar oleh perusahaan serta tentunya melakukan pemenuhan dari pasar. Program menyiapkan talenta leader baru Elnusa dilakukan dengan penyelenggaraan program Elnusa Management Development Program.

#### 5. Efisiensi Biaya

Kondisi perekonomian yang masih belum membaik seperti 2 tahun lalu, mengharuskan pelanggan melakukan efisiensi biaya. Hal ini jelas berdampak pada penghasilan perseroan. Sehingga kondisi tersebut harus dijawab dengan memberikan solusi kepada pelanggan dengan variasi yang berbeda dan memberikan nilai lebih kepada pelanggan. Peningkatan tingkat kandungan dalam negeri dengan melakukan fabrikasi peralatan pendukung migas dengan mengoptimalkan kapasitas dan kapabilitas anak usaha. Termasuk produk kimia penunjang jasa pemboran dan perawatan sumur juga diproduksi secara mandiri. Beberapa hasilnya telah mendapatkan pengakuan dari pelanggan dan memangkas biaya.

Di samping itu kerja sama dengan pemasok juga dibuka sangat luas dengan mengedepankan semangat saling menguntungkan, simbiosis mutualisme. Terlebih pengadaan strategis terkait pemasok yang sebagai produsen.

#### 4. Human Capital Capabilities

All the great work plans will be in vain without the availability of capable human resources. Therefore, this opportunity is open for all Elnusa Employees to actively improve their abilities both through academic education and expertise that provided by the company and to fulfill the market needs. The program to prepare new leader talents is carried out by organizing the Elnusa Management Development Program.

#### 5. Cost Efficiency

The stagnancy in economic conditions since the last year, requiring customers to carry out cost efficiency. This has an impact on the company's income. To overcome this condition must the Company should provide solutions to customers with different variations and providing added value to customers. Increase the level of domestic content by fabricating supporting equipment for oil and gas by optimizing the capacity and capability of the subsidiary. Including chemical products that support drilling and well maintenance services are also produced independently. Some of the results have been recognized by the customers and success to cut costs.

Besides, collaboration with suppliers is also opened widely by promoting the spirit of mutual benefit, symbiotic mutualism. Especially strategic procurement related to manufacturer suppliers.

## PERKEMBANGAN PENERAPAN TATA KELOLA PERUSAHAAN DI TAHUN 2020

Perseroan berkomitmen secara penuh untuk menerapkan prinsip-prinsip *Good Corporate Governance* sebagai landasan dalam menciptakan nilai tambah yang berkelanjutan bagi kepentingan para pemegang saham, masyarakat secara luas, dan berbagai pemangku kepentingan lainnya (pegawai, konsumen, regulator, mitra kerja, dan lain-lain) baik dalam jangka pendek maupun jangka panjang. Terlebih sebagai perusahaan yang tercatat pada Bursa Efek Indonesia sebagai perusahaan publik.

## DEVELOPMENTS IN THE IMPLEMENTATION OF CORPORATE GOVERNANCE IN 2020

The Company is fully committed to implementing the principles of *Good Corporate Governance* as a foundation in creating sustainable added value for the interests of shareholders, communities, and other stakeholders (employees, consumers, regulators, work partners, and others) both in the short- and long-term. Especially as a listed company on the Indonesia Stock Exchange as a public company.



Tata Kelola yang dijalankan Perseroan didasari oleh prinsip-prinsip GCG, yaitu *Transparency, Accountability, Responsibility, Independency* dan *Fairness* yang merupakan komitmen kuat bagi Perseroan untuk selalu menjaga dan meningkatkan nilai Perusahaan (*corporate value*), mendorong pengelolaan Perusahaan yang profesional, transparan dan efisien sehingga fundamental dan daya saing Perseroan semakin kuat dan terjaga dengan baik.

Perseroan memiliki komitmen untuk selalu menerapkan standar tata kelola yang terbaik dengan selalu berusaha menerapkan praktik tata kelola yang baik melalui berbagai usaha perbaikan dan peningkatan, serta merujuk pada standar minimal maupun rekomendasi yang harus dipenuhi.

Sesuai Peraturan OJK (POJK) No. 21/POJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka, Perseroan sebagai perusahaan terbuka wajib untuk melakukan pengukuran terhadap penerapan GCG yang dilakukan melalui penilaian (*assessment*). Perseroan melakukan penilaian penerapan GCG secara konsisten setiap tahunnya untuk mengetahui tingkat kecukupan penerapan GCG di lingkungan Perseroan. Penilaian yang dilakukan oleh Perseroan menggunakan berbagai acuan standar praktik terbaik (*best practices*) yang berlaku. Perseroan melakukan penilaian penerapan GCG dengan menggunakan standar praktik-praktik terbaik yang berlaku di Indonesia maupun di luar negeri, yaitu ASEAN Corporate Governance Scorecard.

Perseroan berkomitmen untuk terus berupaya meningkatkan penerapan praktik Tata Kelola Perusahaan yang baik ke level yang lebih tinggi dengan menerapkan ASEAN CG Scorecard. Seperti tahun sebelumnya, penilaian atas penerapan ASEAN CG Scorecard dilakukan oleh pihak independen, Indonesian Institute for Corporate Directorship (IICD). Hasil tahun 2020 menunjukkan pencapaian skor sebesar 87,75. Skor ini masuk dalam kategori "BAIK". Peningkatan kualitas penerapan praktik terbaik GCG dengan secara terus menerus dilakukan. Perseroan juga melakukan pemutakhiran berbagai kebijakan, standar, pedoman, prosedur yang disesuaikan dengan perubahan peraturan perundang-undangan yang berlaku, keadaan lingkungan bisnis, dan juga perkembangan usaha dan kinerja Perseroan.

The Company governance is based on the principles of GCG, namely *Transparency, Accountability, Responsibility, Independence, and Fairness* which are a strong commitment for the Company to always maintain and increase the corporate value, encourage professional, transparent, and efficient management of the Company to strengthen the Company's fundamentals and competitiveness.

The Company is committed to always implement the best governance standards by always trying to implement good governance practices through various improvements and enhancement, and referring to the minimum standards and recommendations.

Following FSA Regulation (FSAR) No. 21/POJK.04/2015 concerning Guidelines for Governance of Public Companies, the Company as a public company is obliged to measure the implementation of GCG which is carried out through an assessment. The Company evaluates the implementation of GCG consistently every year to determine the adequacy level of GCG implementation within the Company. The assessment carried out by the Company uses various applicable best-practice standard references. The Company assesses the implementation of GCG using the best practice standards applicable in Indonesia and abroad, namely the ASEAN Corporate Governance Scorecard.

The Company is committed to continuing to improve the implementation of Good Corporate Governance practices to a higher level by implementing the ASEAN CG Scorecard. As in the previous year, the assessment of the implementation of the ASEAN CG Scorecard was carried out by an independent party, the Indonesian Institute for Corporate Directorship (IICD). The score for the 2020 assessment was 87.75 or determined as "GOOD" category. The quality improvement of the implementation of GCG best practices is continuously carried out. The Company also updates various policies, standards, guidelines, and procedures following the changes in the prevailing laws and regulations, the condition of the business environment, and the development of the Company's business and performance.

Selain itu untuk lebih menguatkan implementasi GCG, Perseroan telah mendapatkan pengakuan penerapan Sistem Manajemen Anti Penyuapan (Anti Bribery Management System) berbasis ISO 37001. Dokumen dan proses penerapan sistem manajemen anti penyuapan telah dilakukan audit oleh SGS International dan mendapatkan pengakuan pada tanggal 12 Agustus 2020.

Besides, to strengthen the implementation of GCG, the Company has obtained recognition of the implementation of the Anti-Bribery Management System (Anti-Bribery Management System) based on ISO 37001. Documents and processes for implementing the anti-bribery management system have been audited by SGS International and obtained recognition on August 12, 2020.

## PERUBAHAN KOMPOSISI ANGGOTA DIREKSI DI TAHUN 2020

Pada tahun 2020, komposisi Direksi Elnusa mengalami perubahan dalam rangka menciptakan iklim usaha yang lebih agresif. Pengangkatan komposisi anggota Direksi Elnusa yang baru dilakukan melalui RUPS Tahunan.

## CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS IN 2020

In 2020, there was a change in the Board of Directors composition, to create a more aggressive business climate. The appointment of the new members of the Board of Directors of Elnusa is carried out through the Annual GMS.

Berikut adalah komposisi Direksi per 31 Desember 2020 berdasarkan hasil RUPS pada tanggal 11 April 2020:

The following is the composition of the Board of Directors as of December 31, 2020, based on the GMS resolution on April 11, 2020:

**Komposisi Direksi per 31 Desember 2020**  
Composition of Board of Directors as of December 31, 2020

Nama Name	Jabatan Position
Ali Mundakir	Direktur Utama President Director
Hery Setiawan	Direktur Keuangan Director of Finance
Tenny Elfrida	Direktur SDM & Umum Director of HR & General
Arief Riyanto	Direktur Pengembangan Usaha merangkap Direktur Operasi Director of Business Development concurrently Director of Operations



Perubahan komposisi Direksi dan Dewan Komisaris tersebut merupakan penyesuaian organisasi terkait masa purna tugas dan juga strategi menghadapi perubahan dan tantangan industri yang dihadapi Perseroan.

Segenap jajaran Direksi berkomitmen untuk menjalankan amanah ini dengan senantiasa mengedepankan prinsip tata kelola perusahaan yang baik untuk kepentingan Para Pemegang Saham dan Para Pemangku Kepentingan Lainnya.

The change in the composition of the Board of Directors and the Board of Commissioners is an organizational adjustment related to retirement and strategies to face future changes and challenges.

The entire Board of Directors is committed to carrying out this mandate by always prioritizing the principles of good corporate governance for the interests of Shareholders and Other Stakeholders.

## PENUTUP

Pencapaian yang membanggakan ditengah situasi perekonomian yang tidak mendukung pada tahun 2020, Direksi tak henti-hentinya memanjatkan rasa syukur kehadiran Tuhan Yang Maha Kuasa. Direksi menyampaikan rasa hormat dan terima kasih kepada Dewan Komisaris, serta pemegang saham PT Elnusa Tbk Direksi juga mengucapkan terima kasih atas kepercayaan yang telah diberikan pemegang saham. Terima kasih juga diucapkan kepada regulator, pelanggan, pemasok, dan mitra usaha, atas kerja sama yang telah tercipta.

Kepada seluruh Perwira Perseroan, Direksi menyampaikan apresiasi setinggi-tingginya atas kerja keras yang telah ditunjukkan, baik di holding maupun anak perusahaan, di kantor pusat maupun di daerah operasi. Marilah kita kembali meneguhkan semangat berkarya dengan satu tekad dan satu tujuan, agar Elnusa terus dapat berkiprah, berkontribusi, membangun kapasitas, kapabilitas serta inovasi untuk negeri. Elnusa menjadi perusahaan pilihan investor. Semoga pencapaian ini akan menginspirasi seluruh pihak untuk dapat terus mengoptimalkan kemampuannya dan menjadi pondasi bagi Perseroan untuk dapat tumbuh di masa yang akan datang.

## CLOSING STATEMENT

A proud achievement amidst an unfavorable economic situation in 2020, the Board of Directors continues to express gratitude for the presence of the Almighty God. The Board of Directors would like to express our respect and gratitude to the Board of Commissioners, and the shareholders of PT Elnusa Tbk The Board of Directors would also like to thank the shareholders for their trust in the Company. Also for the regulators, customers, suppliers, and business partners for the cooperation that has been developed.

To all the Company Employees, the Board of Directors would like to express its highest appreciation for the hard work, both in holding and subsidiary companies, at the head office and in the operational area. Let us reaffirm the spirit of work with one determination and one goal, so that Elnusa can continue to participate, contribute, improve capacity, capability, and create innovation for the country. Elnusa is the company of choice for investors. Hopefully, this achievement will inspire all parties to continue to optimize their capabilities and become the foundation for the Company to be able to grow in the future.

Jakarta, 20 Mei 2021  
Jakarta, May 20, 2021

**ALI MUNDAKIR**

Direktur Utama  
President Director



## LEMBAR PERNYATAAN ANGGOTA DEWAN KOMISARIS DAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2020 PT ELNUSA Tbk

Kami yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Tahunan PT Elnusa Tbk tahun 2020 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran Laporan Tahunan Perseroan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 20 Mei 2021

**Agus Prabowo**  
Komisaris Utama  
President Commissioner

**Anis Baridwan**  
Komisaris Independen  
Independent Commissioner

**Antonius Ratdomopurbo**  
Komisaris  
Commissioner

**Lusiaga Levi Susila**  
Komisaris Independen  
Independent Commissioner

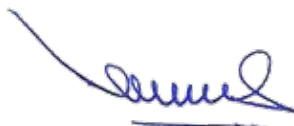


## STATEMENT OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS OF RESPONSIBILITY FOR THE 2020 ANNUAL REPORT OF PT ELNUSA Tbk

We the undersigned hereby declare that all the information contained within the 2020 Annual Report of PT Elnusa Tbk has been presented completely. We are fully responsible for the truthfulness of the content of the Annual Report.

This statement has been made truthfully.

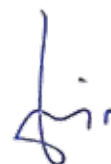
Jakarta, May 20, 2021



**Ali Mundakir**  
Direktur Utama  
President Director



**Hery Setiawan**  
Direktur Keuangan  
Director of Finance



**Arief Riyanto**  
Direktur Pengembangan Usaha  
merangkap Direktur Operasi  
Director of Business Development  
concurrently as Director of Operation



**Tenny Elfrida**  
Direktur SDM & Umum  
Director of Human Resources & General Affairs



# PROFIL PERUSAHAAN

## COMPANY PROFILE



Memasuki usia emasnya, Perseroan membuktikan kemampuannya untuk turut membangun kapasitas nasional sebagai perusahaan jasa energi dengan mengusung Total Solution Services guna memberikan jasa yang lebih baik, cepat dan kompetitif.



Entering its golden age, the Company proved its ability to contribute in developing national capacity as energy services company through Total Solution Services to provide better, faster, and competitive services.



## INFORMASI UMUM PERUSAHAAN

### COMPANY GENERAL INFORMATION

<b>Nama Perusahaan</b> Company Name	: PT Elnusa Tbk
<b>Tanggal Pendirian</b> Date of Establishment	: 25 Januari 1969 January 25, 1969
<b>Tanggal Peresmian</b> Date of Official Launching	: 9 September 1969 September 9, 1969
<b>Lama Berdiri</b> The Company Age	: 51 Tahun per 31 Desember 2020 51 years old as of December 31, 2020
<b>Dasar Hukum Pendirian</b> Legal Basis of Establishment	: Akta Pendirian No. 18 tanggal 25 Januari 1969 yang di buat di hadapan Tan Thong Kie, Notaris, di Jakarta, sebagaimana di ubah melalui Akta No. 10 tanggal 13 Februari 1969 dari notaris yang sama. Akta pendirian ini, telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. J.A.5/18/24 tanggal 19 Februari 1969, serta telah diumumkan dalam Berita Negara Republik Indonesia No. 35, Tambahan No. 58 tanggal 2 Mei 1969. Deed of Establishment No. 18 dated January 25, 1969 made before Tan Thong Kie, Notary, in Jakarta, as amended by Deed No. 10 dated February 13, 1969 made before the same notary. This deed of establishment was approved by the Minister of Justice of the Republic of Indonesia through Decree No. J.A.5/18/24 dated February 19, 1969, and has been published in the State Gazette of the Republic of Indonesia No. 35, Supplement No. 58 dated 2 May, 1969.
<b>Status Perusahaan</b> Company Status	: Perusahaan Terbuka (Tbk) Public Company (Tbk)
<b>Maksud dan Tujuan Pendirian</b> Purpose of Establishment	: Berusaha dalam bidang Jasa (aktivitas profesional; informasi dan komunikasi; real estat; aktivitas ketenagakerjaan dan usaha penunjang lainnya); Perdagangan Besar dan Eceran; Pertambangan dan Penggalian; Pembangunan (konstruksi); Perindustrian; dan Pengelolaan Air; Pengelolaan Air Limbah. Engaging in services (professional activities; information and communication; real estate; labor activities, and other supporting businesses); Wholesale and Retail Trade; Mining and excavation; Building (construction); Industrial; Water Management; Wastewater Management.
<b>Kegiatan Bisnis Utama Sesuai Anggaran Dasar</b> Core Business Activities based on Articles of Association	: <ol style="list-style-type: none"> <li>Bidang Jasa (aktivitas profesional; informasi dan komunikasi; real estat; aktivitas ketenagakerjaan dan usaha penunjang lainnya), antara lain: <ul style="list-style-type: none"> <li>reparasi kapal, perahu, dan bangunan terapung;</li> <li>aktivitas keinsinyuran dan konsultasi teknis yang berhubungan dengan itu;</li> <li>aktivitas pengolahan data;</li> <li>aktivitas konsultasi komputer dan manajemen fasilitas komputer lainnya;</li> <li>aktivitas teknologi informasi dan jasa komputer lainnya;</li> <li>aktivitas konsultasi manajemen lainnya;</li> <li>aktivitas penyeleksian dan penempatan tenaga kerja;</li> <li>real estat yang dimiliki sendiri atau disewa;</li> <li>aktivitas penyedia gabungan jasa penunjang fasilitas.</li> </ul> </li> <li>Bidang Perdagangan Besar dan Eceran, antara lain: <ul style="list-style-type: none"> <li>perdagangan besar bahan bakar padat, cair, dan gas dan produk yang berhubungan dengan itu;</li> <li>perdagangan besar atau balas jasa (<i>fee</i>) atau kontrak;</li> <li>perdagangan besar peralatan telekomunikasi.</li> </ul> </li> <li>Bidang Pertambangan dan Penggalian yang antara lain: <ul style="list-style-type: none"> <li>aktivitas penunjang pertambangan minyak bumi dan gas;</li> <li>aktivitas penunjang pertambangan dan penggalian lainnya.</li> </ul> </li> <li>Menjalankan usaha dalam bidang Pembangunan (konstruksi) antara lain: <ul style="list-style-type: none"> <li>konstruksi bangunan dan pengolahan dan penampungan barang minyak dan gas;</li> <li>instalasi minyak dan gas;</li> <li>konstruksi sentral telekomunikasi.</li> </ul> </li> <li>Menjalankan usaha dalam bidang Perindustrian antara lain: <ul style="list-style-type: none"> <li>industri mesin penambangan, penggalian, dan konstruksi;</li> <li>industri bahan bakar dari pemurnian dan pengilangan minyak bumi;</li> <li>industri produk dari hasil kilang minyak bumi;</li> <li>pembangkitan tenaga listrik (termasuk juga energi alternatif);</li> <li>industri kapal dan perahu.</li> </ul> </li> </ol> <ol style="list-style-type: none"> <li>Services sector (professional activities; information and communication; real estate; labor activities, and other supporting businesses), among others: <ul style="list-style-type: none"> <li>Ships, boats and floating structures repairment;</li> <li>engineering and technical consulting activities related;</li> <li>data processing activities;</li> <li>computer consulting activities and other computer facility management activities;</li> <li>information technology activities and other computer services;</li> <li>other management consulting activities;</li> <li>workforce selection and placement activities;</li> <li>self-owned or leased real estate;</li> <li>facility support service provider activity.</li> </ul> </li> <li>Wholesale and Retail Trade, among others: <ul style="list-style-type: none"> <li>wholesale trade in solid, liquid, and gaseous fuels and related products;</li> <li>wholesale trade or fees or contracts;</li> <li>Wholesale trade of telecommunication equipment.</li> </ul> </li> <li>Mining and Excavation, among others: <ul style="list-style-type: none"> <li>supporting activities for oil and gas mining;</li> <li>supporting activities for other mining and excavation.</li> </ul> </li> <li>Building construction, among others: <ul style="list-style-type: none"> <li>building construction and processing, and storage of oil and gas;</li> <li>oil and gas installations;</li> <li>telecommunication central construction.</li> </ul> </li> <li>Industrial sector, among others: <ul style="list-style-type: none"> <li>Mining, excavation, and construction machinery industries;</li> <li>Fuel from petroleum refining industry;</li> <li>Petroleum refineries industry;</li> <li>electric power generation (including alternative energy);</li> <li>ship and boat industry.</li> </ul> </li> </ol>

<b>Kegiatan Bisnis Penunjang sesuai Ketentuan Anggaran Dasar</b> Supporting Business Activities based on Articles of Association	<ol style="list-style-type: none"> <li>1. Jasa (aktivitas penunjang pertambangan minyak bumi dan gas)</li> <li>2. Pengelolaan air, pengelolaan air limbah (aktivitas penunjang pengelolaan air, pengelolaan dan pembuangan air limbah tidak berbahaya, pengelolaan dan pembuangan air limbah berbahaya)</li> <li>3. Perdagangan (perdagangan eceran bahan bakar kendaraan di stasiun pengisian bahan bakar umum (SPBU))</li> <li>4. Pertambangan (aktivitas penunjang pertambangan dan penggalian lainnya)</li> <li>5. Pembangunan (konstruksi bangunan pengolahan dan penampungan barang minyak dan gas)</li> <li>6. Perindustrian lainnya (industri mesin penambangan, penggalian dan konstruksi)</li> </ol>
<b>Kepemilikan Saham</b> Share Ownership	<p>Kepemilikan Saham Perseroan per 31 Desember 2020:</p> <ul style="list-style-type: none"> <li>• PT Pertamina (Persero), dengan Kepemilikan 41,1% Saham</li> <li>• Dana Pensiun Pertamina, dengan Kepemilikan 14,9% Saham</li> <li>• Publik (&lt; 5% Individu), dengan Kepemilikan 44% Saham</li> </ul> <p>Share Ownership of the Company as of December 31, 2020:</p> <ul style="list-style-type: none"> <li>• PT Pertamina (Persero), with the ownership of 41.1% shares.</li> <li>• Dana Pensiun Pertamina, with the ownership of 14.9% shares.</li> <li>• Public (&lt; 5% Individual), with the ownership of 44% shares.</li> </ul>
<b>Modal Dasar</b> Authorized Capital	: Rp2.250.000.000.000
<b>Modal Ditempatkan dan Disetor Penuh</b> Issued and Fully Deposited Capital	: Rp729.850.000.000
<b>Pencatatan Saham di Bursa Saham</b> Listing of Shares on the Stock Exchange	: Bursa Efek Indonesia (d/h Bursa Efek Jakarta dan Bursa Efek Surabaya), 6 Februari 2008 Indonesia Stock Exchange (formerly Jakarta Stock Exchange and Surabaya Stock Exchange), on February 6, 2008
<b>Kode Saham</b> Ticker Code	ELSA
<b>Jumlah Karyawan</b> Total Employees	: 1.266 orang (2020) 1.266 employees (2020)
<b>Area Operasi 2020</b> Operation Area 2020	: Indonesia
<b>Keikutsertaan dalam Asosiasi</b> Membership in Associations	: Indonesian Petroleum Association (IPA) Himpunan Ahli Geofisika Indonesia (HAGI) Ikatan Ahli Geologi Indonesia (IAGI)

### Alamat Perusahaan

Company Address

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Jl. TB Simatupang Kav. 1B  
Jakarta 12560, Indonesia
-  (+62 21) 78830850
-  (+62 21) 78830907
-  corporate@elnusa.co.id,
-  www.elnusa.co.id
-  @elnusaofficial
-  Elnusa
-  PT Elnusa Tbk

Untuk informasi lebih lanjut mengenai  
Perseroan dapat menghubungi:  
For further information about the Company  
please contact:

Sekretaris Perusahaan  
Corporate Secretary  
**Ari Wijaya**  
Graha Elnusa, Lantai 16  
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## RIWAYAT SINGKAT PERUSAHAAN

### COMPANY BRIEF HISTORY



PT Elnusa Tbk ("Perseroan") didirikan dengan nama PT Elektronika Nusantara berdasarkan Akta Notaris No. 18 tanggal 25 Januari 1969 dari Tan Thong Kie, S.H., sebagaimana di ubah melalui Akta Notaris No. 10 tanggal 13 Februari 1969 dari notaris yang sama. Akta pendirian ini, yang merupakan Anggaran Dasar Perseroan, telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. J.A.5/18/24 tanggal 19 Februari 1969, serta telah diumumkan dalam Berita Negara Republik Indonesia No. 35, Tambahan No. 58 tanggal 2 Mei 1969.

Entitas induk Perseroan adalah PT Pertamina (Persero) dan entitas induk terakhirnya adalah Pemerintah Republik Indonesia. Perseroan mengawali

PT Elnusa Tbk (the "Company") was established under the name PT Elektronika Nusantara based on the Notary Deed No. 18 dated January 25, 1969 from Tan Thong Kie, S.H., as amended by Notary Deed No. 10 dated February 13, 1969 from the same notary. This deed of establishment, which is the Company's Articles of Association, was approved by the Minister of Justice of the Republic of Indonesia through Decree No. J.A.5/18/24 dated February 19, 1969, and has been published in the State Gazette of the Republic of Indonesia No. 35, Supplement No. 58 dated May 2, 1969.

The Company's parent entity is PT Pertamina (Persero) and the ultimate parent entity is the Government of the Republic of Indonesia. The

kiprahnya sebagai pendukung operasi PT Pertamina (Persero), terutama dalam memberikan pelayanan termasuk pemeliharaan dan perbaikan, di bidang peralatan komunikasi elektronik, peralatan navigasi dan sistem radar yang digunakan oleh kapal-kapal milik Pertamina maupun kapal-kapal minyak asing yang memiliki perjanjian kerja sama dengan Badan Usaha Milik Negara (BUMN) di bidang Migas.

Pada tahun 1984, nama Perseroan berubah menjadi PT Elnusa berdasarkan Akta Notaris No. 23 tanggal 8 Juni 1984 yang di buat di hadapan Sinta Susikto, Notaris, di Jakarta. Hingga akhirnya pada tahun 2008, Perseroan secara resmi terdaftar di Bursa Efek Indonesia (Kode saham: ELSA) pada 6 Februari 2008 dan menggunakan nama PT Elnusa Tbk. Perseroan kini tidak hanya melayani jasa migas, namun Perseroan juga melayani jasa energi dan siap menjadi kepercayaan dari klien nasional maupun internasional.

Perseroan membuktikan kemampuannya untuk turut membangun kapasitas nasional sebagai perusahaan jasa energi yang melalui Total Solution di Usianya yang telah menginjak 51 tahun. Pembuktian tersebut ditunjukkan Perseroan dengan melayarkan Elsa Regent yang merupakan kapal seismik terancang di Indonesia untuk mendukung aktivitas eksplorasi Komitmen Kerja Pasti (KKP) Jambi Merang di wilayah terbuka Indonesia, dan survei ini akan menjadi survei terbesar dalam satu dekade terakhir se Asia Pasifik. Selain itu Perseroan untuk pertama kalinya berhasil mendukung penyelesaian pekerjaan decommissioning platform YYA Removal. Perseroan juga berhasil melakukan inovasi pengeboran menggunakan HWU EHR-12 yang difabrikasi secara mandiri sehingga mampu menjadi salah satu alternatif alat untuk melakukan pengeboran sumur baru menggunakan *Hydraulic Workover Drilling* (HWD).

Perseroan juga melebarkan sayapnya dengan menjadi operator distribusi BBM termasuk mendukung tercapainya BBM satu harga di wilayah Sulawesi, Sumatera, Bali, Nusa Tenggara dan Indonesia timur lainnya dan mengelola sebanyak 49 fuel terminal, 1,629 Mobil Tangki Kelola dan 5 Depo baru. Melakukan fabrikasi tiga alat secara mandiri yaitu Hydraulic Rig-14, Triple Pump serta Air Receiver Tank.

Company started its business as a supporting operations of PT Pertamina (Persero), especially in providing services including maintenance and repairment of electronic communication equipment, navigation equipment, and radar systems used by Pertamina-owned vessels and foreign oil vessels that have cooperation agreements. with State Owned Enterprises (SOE) in the Oil and Gas sector.

In 1984, the Company's name was changed to PT Elnusa based on Notarial Deed No. 23 June 8, 1984 which was made before Sinta Susikto, Notary, in Jakarta. Until finally in 2008, the Company was officially listed on the Indonesia Stock Exchange (Ticker code: ELSA) on February 6, 2008 and used the name PT Elnusa Tbk. The Company now not only serves oil and gas services, but also energy services and is ready to become a credible company trusted by national and international clients.

Entering its 50th year anniversary the Company has proven its ability to contribute to building national capacity as an energy service company that carries Total Solutions. This is evidenced by Elsa Regent which is the most sophisticated seismic ship in Indonesia to support the exploration activities of the Jambi Merang Commitment (KKP) in the open areas of Indonesia, and this survey will be the largest survey in the last decade in Asia Pasific. Besides, the Company, for the first time succeed to support the completion of decommissioning platform YYA Removal. The Company also managed to carried out drilling innovation using HWU EHR-12 wich was independently fabricated to be one of the alternative tools to drill new wells using Hydraulic Workover Drilling (HWD)

The Company is also expanding by becoming a fuel distribution operator including supporting the achievement of one price fuel in Sulawesi, Sumatra, Bali, Nusa Tenggara, and other eastern Indonesia and managing 49 fuel terminals, 1,629 managed tank cars, and 5 new depots. Carrying out Independently fabricated three tools, namely Hydraulic Rig-14, Triple Pump, and Air Receiver Tank.

Perseroan juga membuktikan pencapaian terbaiknya dengan meraih 20 penghargaan bergengsi dari berbagai institusi. Selain itu, Perseroan juga meraih re-sertifikasi ISO Series meliputi ISO 9001:2015 Sistem Manajemen Mutu, ISO 14001:2015 Sistem Manajemen Lingkungan, ISO 45001:2018 Sistem Manajemen Keselamatan dan Kesehatan Kerja, dan ISO 55001:2014 Sistem Manajemen Asset. Sedangkan ISO 37001: 2016 Sistem Manajemen Anti Penyuapan telah diraih Elnusa untuk pertama kali pada semester I 2020. Perseroan juga melakukan aksi korporasi dengan penerbitan sukuk ijarah berkelanjutan I Tahap ke satu untuk jangka waktu lima tahun. Tidak hanya itu saja, Perseroan di tengah pandemic tetap berkomitmen dengan tidak melakukan pemutusan hubungan kerja karena pandemic dan angka turnover karyawan hanya pada kisaran 2,5%. Dalam inovasi, Perseroan berhasil mengumpulkan 200 risalah CIP dan 13 Inovasi terbaik masuk dalam UIIA 2020 dan 3 Inovasi terbaik tersebut berhasil memperoleh kategori platinum.

Dalam mengantisipasi distrupsi, Perseroan berhasil melakukan pencapaian dengan membuat sistem business process yang dihasilkan secara mandiri, dan dari Laboratorium inovasi yang Agni, perseroan berhasil menghasilkan 15 inkubasi Agni dengan 2 business model valuation (BMV), 7 Product Valuation (PV) dan 6 Customer Validation (CV). Selain itu, Pencapaian pun ditunjukkan melalui harga saham ELSA pada penutupan perdagangan 2020, ELSA telah rebound dari kondisi bearish (Level 126) Maret 2020.

## KETERANGAN PERUBAHAN NAMA

Sebagaimana yang telah diuraikan dalam riwayat singkat Perseroan, bahwa pada tahun 1984, nama Perseroan berubah dari PT Elektronika Nusantara menjadi PT Elnusa berdasarkan Akta Notaris No 18 tanggal 8 Juni 1984 yang di buat di hadapan Sinta Susikto, Notaris, di Jakarta. Perubahan tersebut memiliki landasan yang kuat yaitu dengan nama Elnusa, Perseroan telah memiliki kemampuan yang tidak hanya menjadi perusahaan jasa di bidang migas terbesar di Indonesia, sumber daya manusia yang dimiliki pun telah memenuhi standar internasional di bidang yang digeluti.

The Company has also proven its best achievements by obtaining 20 prestigious awards from various institutions. Besides, the Company also achieved ISO Series re-certification including, ISO 9001: 2015 Quality Management System, ISO 14001: 2015 Environmental Management System, ISO 45001: 2018 Occupational Health and Safety Management System, and ISO 55001: 2014 Asset Management System. Meanwhile, ISO 37001: 2016 Anti-Bribery Management System has been achieved for the first time in the first semester of 2020. The company also carried out corporate action by issuing the first sustainable sukuk ijarah Phase I for five years period. Besides, the Company during a pandemic remains committed to not terminating the employee contract due to the pandemic and the employee turnover rate is only around 2.5%. In innovation side, the Company managed to collect 200 CIP treatises and the 13 best innovations were included in the 2020 UIIA and succeeded in obtaining the platinum category.

To anticipate the disruption, the Company succeeded in creating a business process system that was produced independently, and from the Agni innovation laboratory, the company managed to produce 15 Agni incubations with 2 business model valuations (BMV), 7 Product Valuations (PV) and 6 Customer Validations (CV). Besides, the achievement was also shown through ELSA's stock price at the close of trading in 2020, ELSA had rebounded from the bearish conditions (Level 126) in March 2020.

## CHANGE OF NAME INFORMATION

As explained in the Company's brief history, that in 1984, the Company's name was changed from PT Elektronika Nusantara to PT Elnusa based on Notarial Deed No. 18 dated June 8, 1984 made before Sinta Susikto, Notary, in Jakarta. This change has a strong foundation, namely by the name of Elnusa, the Company has the ability to not only be a service company in the largest oil and gas sector in Indonesia, its human resources also meet international standards in the field they are involved in.



## KEGIATAN USAHA BERDASARKAN ANGGARAN DASAR TERAKHIR

Berdasarkan Akta Perubahan terakhir Perseroan Nomor 31 tanggal 11 April 2019 dibuat di hadapan Aulia Taufani, S.H., Notaris di Jakarta yang telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia RI dengan Surat Keputusan Nomor AHU0022730.AH.01.02 Tahun 2019 tanggal 26 April 2019, terdapat penyusunan kembali Pasal 3 Anggaran Dasar Perseroan yaitu:

1. Maksud dan tujuan Perseroan ini berusaha dalam bidang Jasa (aktivitas profesional; informasi dan komunikasi; real estat; aktivitas ketenagakerjaan dan usaha penunjang lainnya); Perdagangan Besar dan Eceran; Pertambangan dan Penggalian; Pembangunan (konstruksi); Perindustrian; dan Pengelolaan Air, Pengelolaan Air Limbah.
2. Untuk mencapai maksud dan tujuan tersebut di atas, Perseroan dapat melaksanakan kegiatan usaha sebagai berikut:
  - a. Jasa (aktivitas profesional; ilmiah dan teknis; informasi dan komunikasi; real estat; aktivitas ketenagakerjaan dan usaha penunjang lainnya), antara lain:
    - Reparasi kapal, perahu, dan bangunan terapung;
    - Aktivitas keinsinyuran dan konsultasi teknis yang sehubungan dengan itu;
    - Aktivitas pengolahan data;
    - Aktivitas konsultasi komputer dan manajemen fasilitas komputer lainnya;
    - Aktivitas teknologi informasi dan jasa komputer lainnya;
    - Aktivitas konsultasi manajemen lainnya.
    - Aktivitas penyeleksian dan penempatan tenaga kerja;
    - Real estat yang dimiliki sendiri atau disewa;
    - Aktivitas penyedia gabungan jasa penunjang fasilitas.
  - b. Perdagangan Besar dan Eceran, antara lain:
    - Perdagangan besar bahan bakar padat, cair, dan gas dan produk yang berhubungan dengan itu;
    - Perdagangan besar atau balas jasa (*fee*) atau kontrak;
    - Perdagangan besar peralatan telekomunikasi.
  - c. Pertambangan dan Penggalian antara lain:
    - Aktivitas penunjang pertambangan minyak bumi dan gas;
    - Aktivitas penunjang pertambangan dan penggalian lainnya.

## BUSINESS ACTIVITIES BASED ON THE LATEST ARTICLES OF ASSOCIATION

Based on the Company's latest Amendment Deed Number 31 dated April 11, 2019 made before Aulia Taufani, S.H., Notary in Jakarta who had received the approval from the Minister of Law and Human Rights of the Republic of Indonesia with Decree Number AHU0022730.AH.01.02 of 2019 dated April 26, 2019, there are the restructuring of Article 3 of the Company's Articles of Association, namely:

1. The aims and objectives of the Company are to engage in Services (professional activities, information and communication, real estate, labor activities, and other supporting businesses), Wholesale and retail trade, Mining and excavation, Building (construction), Industrial, and Water and Wastewater Management.
2. To achieve the aims and objectives above, the Company can carry out business activities as follows:
  - a. Services sector (professional activities; information and communication; real estate; labor activities, and other supporting businesses), among others:
    - Ships, boats and floating structures repairment;
    - Engineering and technical consulting activities related;
    - Data processing activities;
    - Computer consulting activities and other computer facility management activities;
    - Information technology activities and other computer services;
    - Other management consulting activities;
    - Workforce selection and placement activities;
    - Self-owned or leased real estate;
    - Facility support service provider activity.
  - b. Wholesale and Retail Trade, among others:
    - Wholesale trade in solid, liquid, and gaseous fuels and related products;
    - Wholesale trade or fees or contracts;
    - Wholesale trade of telecommunication equipment.
  - c. Mining and Excavation, among others:
    - Supporting activities for oil and gas mining;
    - Supporting activities for other mining and excavation.



- d. Pembangunan (konstruksi), antara lain:
- Konstruksi bangunan dan pengolahan dan penampungan barang minyak dan gas;
  - Instalasi minyak dan gas;
  - Konstruksi sentral telekomunikasi.
- e. Perindustrian, antara lain:
- Industri mesin penambangan, penggalian, dan konstruksi;
  - Industri bahan bakar dari pemurnian dan pengilangan minyak bumi;
  - Industri produk dari hasil kilang minyak bumi;
  - Pembangkitan tenaga listrik (termasuk juga energi alternatif);
  - Industri kapal dan perahu.
3. Untuk mencapai maksud dan tujuan tersebut di atas serta menunjang kegiatan usaha utama Perseroan tersebut di atas, Perseroan melaksanakan juga kegiatan usaha penunjang di bidang:
- a. Jasa (aktivitas penunjang pertambangan minyak bumi dan gas).
- b. Pengelolaan Air, Pengelolaan Air Limbah (aktivitas penunjang pengelolaan air, pengelolaan dan pembuangan air limbah tidak berbahaya, pengelolaan dan pembuangan air limbah berbahaya).
- c. Perdagangan (perdagangan eceran bahan bakar kendaraan di stasiun pengisian bahan bakar umum (SPBU)).
- d. Pertambangan (aktivitas penunjang pertambangan dan penggalian lainnya).
- e. Pembangunan (konstruksi bangunan pengolahan dan penampungan barang minyak dan gas).
- f. Perindustrian lainnya (industri mesin penambangan, penggalian, dan konstruksi).
- d. Building construction, among others:
- Building construction and processing, and storage of oil and gas;
  - Oil and gas installations;
  - Telecommunication central construction.
- e. Industrial sector, among others:
- Mining, excavation, and construction machinery industries;
  - Fuel from petroleum refining industry;
  - Petroleum refineries industry;
  - Electric power generation (including alternative energy);
  - Ship and boat industry.
3. To achieve the aims and objectives above and to support the main business activities of the Company as mentioned above, the Company also carries out supporting business activities in the fields of:
- a. Services (supporting activities for oil and gas mining).
- b. Water Management, Wastewater Management (supporting activities for water management, management and disposal of non-hazardous waste water, management and disposal of hazardous waste water).
- c. Trade (retail trade in vehicle fuel at public refueling stations (SPBU)).
- d. Mining (mining and other excavation support activities).
- e. Construction (construction of building for processing and storing oil and gas goods).
- f. Other industries (mining, quarrying and construction machinery industry).

## KEGIATAN USAHA YANG DIJALANKAN

Berdasarkan Pernyataan Standar Akuntansi Keuangan (PSAK) 5 (Revisi 2009) tentang "Segmen Operasi", segmen usaha Perseroan dikelompokkan menurut kegiatan usaha yaitu, Jasa Hulu Migas, Jasa Distribusi & Logistik Energi, serta Jasa Penunjang Migas, dengan keterangan sebagai berikut:

## THE COMPANY CURRENT BUSINESS ACTIVITIES

Based on the Statement of Financial Accounting Standards (PSAK) 5 (Revised in 2009) concerning "Operating Segments", the Company's business segments are grouped according to business activities, namely, Upstream Oil and Gas Services, Energy Distribution & Logistics Services, and Oil and Gas Support Services, with the following information:

Segmen Usaha Business Segments	Kegiatan Usaha Business Activity
Jasa Hulu Migas Upstream Oil and Gas Services	Menyediakan jasa pengukuran data geofisika/seismik, jasa pemboran migas, jasa oilfield dan Jasa Operation & Maintenance (O&M) dan Engineering, Procurement, & Construction (EPC). Providing geophysical/seismic data measurement services, oil and gas drilling services, oilfield services, and Operation & Maintenance (O&M) and Engineering, Procurement, & Construction (EPC) services.
Jasa Distribusi & Logistik Energi Energy Distribution & Logistics Services	Menyediakan jasa penyimpanan, perdagangan, pendistribusian dan pemasaran produk minyak dan gas di Indonesia. Providing storage, trading, distribution and marketing services for oil and gas products in Indonesia.
Jasa Penunjang Migas Oil and Gas Support Services	Menyediakan jasa penguliran, perdagangan pipa OCGT ( <i>Open Cycle Gas Turbine</i> ) dan fabrikasi, pembuatan ulir ( <i>threading</i> ) untuk pemboran migas, jasa pengelolaan data dan informasi energi dan sumber daya mineral (khususnya eksplorasi dan eksploitasi minyak dan gas bumi), jasa pengelolaan data migas, jasa pembangunan sistem teknologi informasi terpadu, jasa telekomunikasi, jasa penyediaan jaringan, telekomunikasi satelit dan sistem komunikasi VSAT ( <i>Very-Small-Aperture Terminal</i> ). Providing rolling services, trading OCGT ( <i>Open Cycle Gas Turbine</i> ) pipelines and fabrication, thread making ( <i>threading</i> ) for oil and gas drilling, data management services and information on energy and mineral resources (especially exploration and exploitation of oil and gas), oil and gas data management services, integrated information technology system development services, telecommunications services, network services provider, satellite telecommunications and the VSAT ( <i>Very-Small-Aperture Terminal</i> ) communication system.

## PRODUK/JASA PERSEROAN

Berdasarkan maksud dan tujuan serta kegiatan usaha yang dilakukan, Perseroan mengembangkan produk dan jasa melalui 3 (tiga) segmen usaha, yang juga dijalankan oleh kelompok usaha Perseroan, dengan penjelasan sebagai berikut:

## THE COMPANY PRODUCTS AND SERVICES

Based on the aims and objectives and the business activities carried out, the Company develops products and services through 3 (three) business segments, which are also run by the Company's business groups, with the following information:

Segmen Usaha Business Segments	Divisi/Entitas Anak Divisions/ Subsidiaries	Aktivitas Pokok Main Activities	Aktivitas Bisnis Business Activities	Perkembangan saat Ini Current Developments
Jasa Hulu Migas Upstream Oil and Gas Services	Divisi: Division Divisi Geoscience & Reservoir Services (GRS)  Entitas Anak/ Subsidiary: PT Elnusa Geosains Indonesia (EGI)	Jasa Akuisisi Data Geofisika/Survei Seismik Migas  Geophysical Data Acquisition/Oil and Gas Seismic Survey Services	1. Seismic Data Acquisition (Land, Marine and Transition Zone/ TZ) 2. Non-Seismic Data Acquisition 3. Seismic Data Processing 4. Geology, Geophysics & Reservoir	Jenis Aktivitas Bisnis Divisi GRS, masih sama, adapun adanya peningkatan utilisasi di tahun 2020 disemua aktivitas Bisnis The types of business activities in the GRS division are still the same, there is an increase in utilization in 2020 in all business activities
	Divisi: Divisi Oilfield Services (OFS)  Entitas Anak/ Subsidiary: PT Elnusa Oilfield Services (EOS)	Jasa Pengeboran dan Pemeliharaan Lapangan Migas  Oil and Gas Field Drilling and Maintenance Services	1. Drilling Services 2. Hydraulic Workover & Snubbing Services 3. Coiled Tubing Services 4. Electric Wireline Logging Services 5. Well Testing Services 6. Cementing & Pumping Services 7. Drilling Fluid Services 8. Surface Testing & Drill Steam Testing Services 9. Mud Logging & H2S Services 10. Enhance Oil Recovery 11. Well Plug & Abandonment 12. Artificial Lift	Jenis Aktivitas Bisnis Divisi OFS, relatif masih sama, baik utilisasi maupun productivity di tahun 2020 Types of Business Activities in the OFS Division, are still relatively the same, both utilization and productivity in 2020

Segmen Usaha Business Segments	Divisi/Entitas Anak Divisions/ Subsidiaries	Aktivitas Pokok Main Activities	Aktivitas Bisnis Business Activities	Perkembangan saat Ini Current Developments
	Divisi: Division: Divisi EPC-OM (Engineering, Production and Construction – Operation & Maintenance)	Jasa Operation & maintenance (O&M) dan Engineering, Procurement, & Construction (EPC) Operation & maintenance (O&M) and Engineering, Procurement, & Construction (EPC) services  Operation & maintenance (O&M) and Engineering Services, Procurement, & Construction (EPC) Operation & maintenance (O&M) and Engineering, Procurement, & Construction (EPC) services	Engineering, Procurement, & Construction Operation & Maintenance	Jenis Aktivitas Bisnis Divisi EPC OM , relatif masih sama . The types of business activities in the EPC OM division are still relatively the same.
Jasa Distribusi & Logistik Energi Energy Distribution & Logistics Services	Entitas Anak: Subsidiary: PT Elnusa Petrofin (EPN)	Jasa penyimpanan BBM, pendistribusian BBM, perdagangan BBM Industri & Marine, perdagangan chemicals, perdagangan pelumas & aspal, serta pengelolaan SPBU & SPBE  Fuel storage services, fuel distribution, Industrial & Marine fuel trading, chemicals trading, lubricants & asphalt trading, and SPBU & SPBE management	<ol style="list-style-type: none"> <li>1. Manajemen depot BBM milik swasta, mulai dari kegiatan administrasi pembelian BBM, pengangkutan BBM, penyimpanan BBM dan penyaluran BBM di lokasi pelanggan. EPN juga memiliki depot BBM sendiri dengan kapasitas 4.400 KL di Plumpang-Semper, Jakarta Utara untuk menyimpan Pertadex Pertamina.</li> <li>2. Manajemen distribusi BBM, distribusi BBM dari depot Pertamina ke SPBU, Agen Premium Minyak Solar (APMS) dan stasiun pengisian bahan bakar bunker (SPBB)</li> <li>3. Pengelolaan SPBU dan SPBE</li> <li>4. Perdagangan Bahan Kimia</li> <li>5. Perdagangan BBM Industri – Marine</li> <li>6. Perdagangan Pelumas dan Aspal</li> </ol> <ol style="list-style-type: none"> <li>1. Management of privately owned fuel depots, starting from administration activities for fuel purchases, fuel transportation, fuel storage and fuel distribution at customer locations. EPN also has its own fuel depot with a capacity of 4,400 KL in Plumpang-Semper, North Jakarta to store Pertamina's Pertadex.</li> <li>2. Fuel distribution management, fuel distribution from Pertamina depots to gas stations, Premium Solar Oil Agent (APMS) and bunker refueling stations (SPBB)</li> <li>3. Management of SPBU and SPBE</li> <li>4. Chemical Trading</li> <li>5. Industry-Marine fuel trade</li> <li>6. Lubricants and Asphalt Trading</li> </ol>	Jenis Aktivitas Bisnis EPN, relatif masih sama. Penurunan volume truput disebabkan dampak dari pemberlakuan PSBB yang menyebabkan penurunan kebutuhan BBM baik di masyarakat maupun sektor industri. The types of EPN business activities are relatively the same. The decrease in volume of truput was due to the impact of the PSBB implementation which caused a decrease in fuel demand both in the community and in the industrial sector.

Segmen Usaha Business Segments	Divisi/Entitas Anak Divisions/ Subsidiaries	Aktivitas Pokok Main Activities	Aktivitas Bisnis Business Activities	Perkembangan saat Ini Current Developments
Jasa Penunjang Migas Oil and Gas Support Services	Entitas Anak: Subsidiary: PT Elnusa Fabrikasi Konstruksi (EFK)	Jasa fabrikasi, penguliran dan perdagangan pipa Oil Country Tubular Goods (OCTG), proyek EPC dan Maintenance Services  Fabrication, threading and trading services for Oil Country Tubular Goods (OCTG) pipes, EPC projects and Maintenance Services	<ol style="list-style-type: none"> <li>1. Pengolahan bahan mentah dan bahan baku</li> <li>2. Pembuatan serta perbaikan alat-alat perminyakan</li> <li>3. Perdagangan umum, termasuk ekspor, impor, regional dan lokal.</li> <li>4. Penyediaan jasa untuk bidang minyak dan gas bumi, yaitu OCTG dan penguliran pipa. Berperan sebagai agen dari perusahaan dari dalam maupun luar negeri.</li> <li>5. Jasa pemeliharaan mesin dan peralatan migas</li> <li>6. Layanan jasa desain, engineering, pengawasan, dan pelaksanaan konstruksi.</li> </ol> <ol style="list-style-type: none"> <li>1. Processing of raw materials and raw materials</li> <li>2. Manufacture and repair of petroleum equipment</li> <li>3. General trade, including export, import, regional and local.</li> <li>4. Provision of services for the oil and natural gas sector, namely OCTG and pipelines. Acting as an agent for companies from within and outside the country.</li> <li>5. Oil and gas machinery and equipment maintenance services</li> <li>6. Design, engineering, supervision, and construction implementation services.</li> </ol>	Jenis Aktivitas Bisnis EFK, masih sama, peningkatan aktivitas di tahun 2020 khususnya kegiatan di fabrikasi. EFK's type of business activity is still the same, increasing activity in 2020, especially activities in fabrication.

Segmen Usaha Business Segments	Divisi/Entitas Anak Divisions/ Subsidiaries	Aktivitas Pokok Main Activities	Aktivitas Bisnis Business Activities	Perkembangan saat Ini Current Developments
	Entitas Anak: Subsidiary: PT Patra Nusa Data (PND)	<p>Jasa Pengelolaan Data Migas Meliputi, Data Fisik (Report/Paper, Media Simpan Data, Fluida, Batuan) Dan Data Digital, Jasa Alih Media, Jasa Remastering, Jasa Prospect Evaluation, Jasa Aplikasi IT Data Management, Bisnis Design &amp; Implementasi Data Governance, Data Warehouse Digital, Advance Well Data Management</p> <p>Oil and Gas Data Management Services Include, Physical Data (Report/Paper, Data Storage Media, Fluid, Rocks) And Digital Data, Media Transfer Services, Remastering Services, Prospect Evaluation Services, IT Data Management Application Services, Business Design &amp; Implementation of Data Governance, Digital Data Warehouse, Advance Well Data Management</p>	<ol style="list-style-type: none"> <li>1. Pengelolaan data migas (fisik &amp; digital) nasional untuk menarik investasi migas nasional.</li> <li>2. Bisnis Farm in Farm out</li> <li>3. Bisnis pengelolaan data migas korporat (<i>Corporate Data Repository</i>)</li> <li>4. Bisnis pengelolaan data non migas</li> <li>5. Pembangunan System Digital Oilfield Management</li> <li>6. Pembangunan, pengembangan dan pengelolaan Advance well data management (Online Welldata monitoring)</li> <li>7. Design &amp; implementasi data governance</li> <li>8. Bisnis datawarehouse digital dan Corporate Dashboard System</li> </ol> <ol style="list-style-type: none"> <li>1. National oil and gas data management (physical &amp; digital) to attract national oil and gas investment.</li> <li>2. Farm in Farm out Business</li> <li>3. The business of managing corporate oil and gas data (Corporate Data Repository)</li> <li>4. Non-oil and gas data management business</li> <li>5. Development of a Digital Oilfield Management System</li> <li>6. Development, development and management of Advance well data management (Online Welldata monitoring)</li> <li>7. Design &amp; implementation of data governance</li> <li>8. Digital warehouse data business and Corporate Dashboard System</li> </ol>	<p>Terhitung sejak maret 2018 kontrak pengelolaan data migas nasional yang semula berkontrak dengan Pusdatin ESDM kemudian beralih ke Pertamina (PUDC: Pertamina Upstream Data Center) hingga saat ini.</p> <p>Dalam hal ini, perseroan telah kembali mendapatkan kepercayaan untuk mengelola data migas nasional sebagai National Data Repository dalam rangka mendukung upaya pemerintah dalam meningkatkan investasi migas nasional dan penemuan cadangan baru lewat ketersediaan data dan nilai tambah data yang dihasilkan oleh system berikut infrastruktur yang dimiliki serta didukung oleh Sumber Daya Manusia dengan knowledge yang kuat dalam data management. Selain itu, selama tahun 2020, perseroan mendapat kepercayaan untuk mengelola Corporate Data Repository untuk data E&amp;P baik, teknis, operasional maupun support untuk Pertamina group. Untuk meningkatkan layanan dan kompetensi, maka dilakukan penerapan teknologi advance well data sehingga menjadi added value khusus yang berkontribusi pada branding perseroan maupun terhadap pendapatan perseroan</p> <p>Starting from March 2018, the national oil and gas data management contract that originally collaborated with the ESDM Center for Data and Information has then shifted to Pertamina (PUDC: Pertamina Upstream Data Center) to date.</p> <p>In this case, the company has regained the confidence to manage national oil and gas data as the National Data Repository in order to support the government's efforts to increase national oil and gas investment and discover new reserves through data availability and value added data generated by the system and infrastructure that is owned and supported by Human Resources with strong knowledge in data management. In addition, during 2020, the company was entrusted with managing the Corporate Data Repository for E&amp;P data, both technical, operational and support for the Pertamina group. To improve service and competence, advanced well data technology is implemented so that it becomes a special added value that contributes to the company's branding and to the company's revenue.</p>

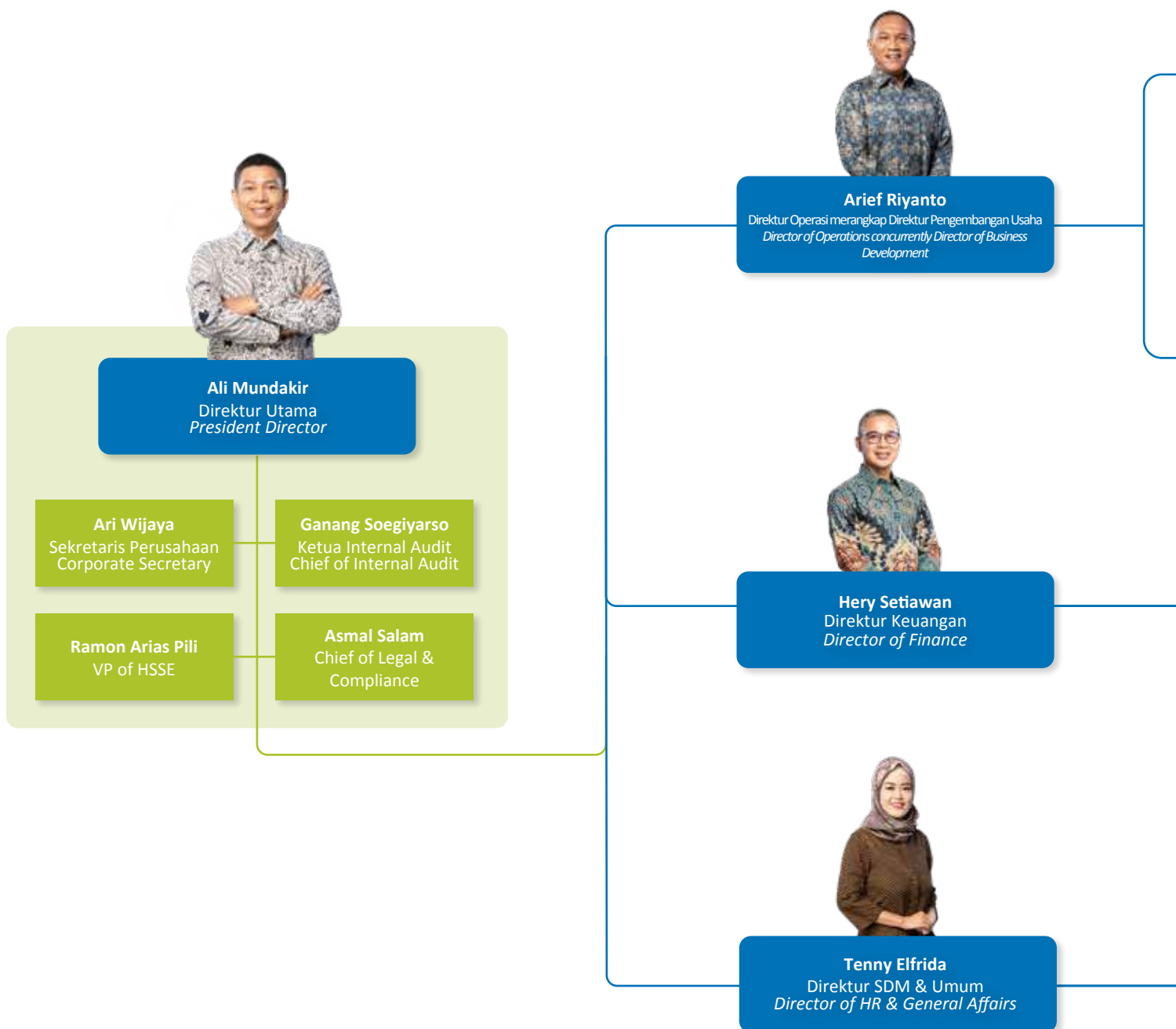
Segmen Usaha Business Segments	Divisi/Entitas Anak Divisions/ Subsidiaries	Aktivitas Pokok Main Activities	Aktivitas Bisnis Business Activities	Perkembangan saat Ini Current Developments
	Entitas Anak: Subsidiary: PT Sigma Cipta Utama (SCU)	Jasa penyimpanan data fisik, pengelolaan data elektronik & sistem informasi, penyimpanan contoh batuan migas, telekomunikasi radio, jasa aplikasi sistem IT Physical data storage services, electronic data management & information systems, storage of oil and gas samples, radio telecommunications, IT system application services	<ol style="list-style-type: none"> <li>1. Penyimpanan dan pengelolaan berbagai jenis dokumen meliputi Magnetic Tape Storage, Document Hardcopy Storage, Geological Sample Storage, General Warehousing, Geological Sample Maintenance Services, Data Assessment, Data Storage &amp; Library Servicing, Magnetic Media Transferring, Hardcopy Scanning.</li> <li>2. Information &amp; Communication Technology (ICT), meliputi Data Center &amp; Disaster Recovery Services, IT Solution, IT Service Management (ITSM), Knowledge Management System (KMS), Radio (Trunking and Conventional) Telecommunication Solution, Equipment Monitoring Control, Vessel Tracking Monitoring System, GPS Tracking.</li> <li>3. Pembuatan duplikat data master dalam berbagai media dan mengubah format data.</li> <li>4. Proses perlindungan data untuk kepentingan backup dan recovery data elektronik.</li> </ol>	Jenis Aktivitas Bisnis SCU, masih sama. SCU's type of business activity is still the same.
	Entitas Anak: Subsidiary: PT Elnusa Trans Samudera (ETSA)	Jasa pendukung layanan <i>marine migas</i> Supporting services for marine oil and gas	<ol style="list-style-type: none"> <li>1. Jasa penyewaan kapal untuk keperluan operasional lapangan minyak, seperti penyewaan kapal tug boat, crew boat, AWB dan, multipurpose barges</li> <li>2. Jasa penyewaan kapal untuk keperluan seismik survei</li> <li>3. Jasa penyewaan kapal untuk keperluan operasional bisnis lain selain migas</li> </ol>	Jenis Aktivitas Bisnis ETSA, masih sama, peningkatan aktivitas di tahun 2020 khususnya kegiatan di Support kegiatan hulu migas pada seismic dan divisi OFS. The types of ETSA business activities are still the same, increasing activities in 2020, especially activities in the support of upstream oil and gas activities in seismic and OFS divisions.
			<ol style="list-style-type: none"> <li>1. Boat rental services for oil field operations, such as tug boat rental, crew boat, AWB and multipurpose barges.</li> <li>2. Ship charter services for seismic survey purposes</li> <li>3. Ship charter services for business operations other than oil and gas</li> </ol>	



# STRUKTUR ORGANISASI

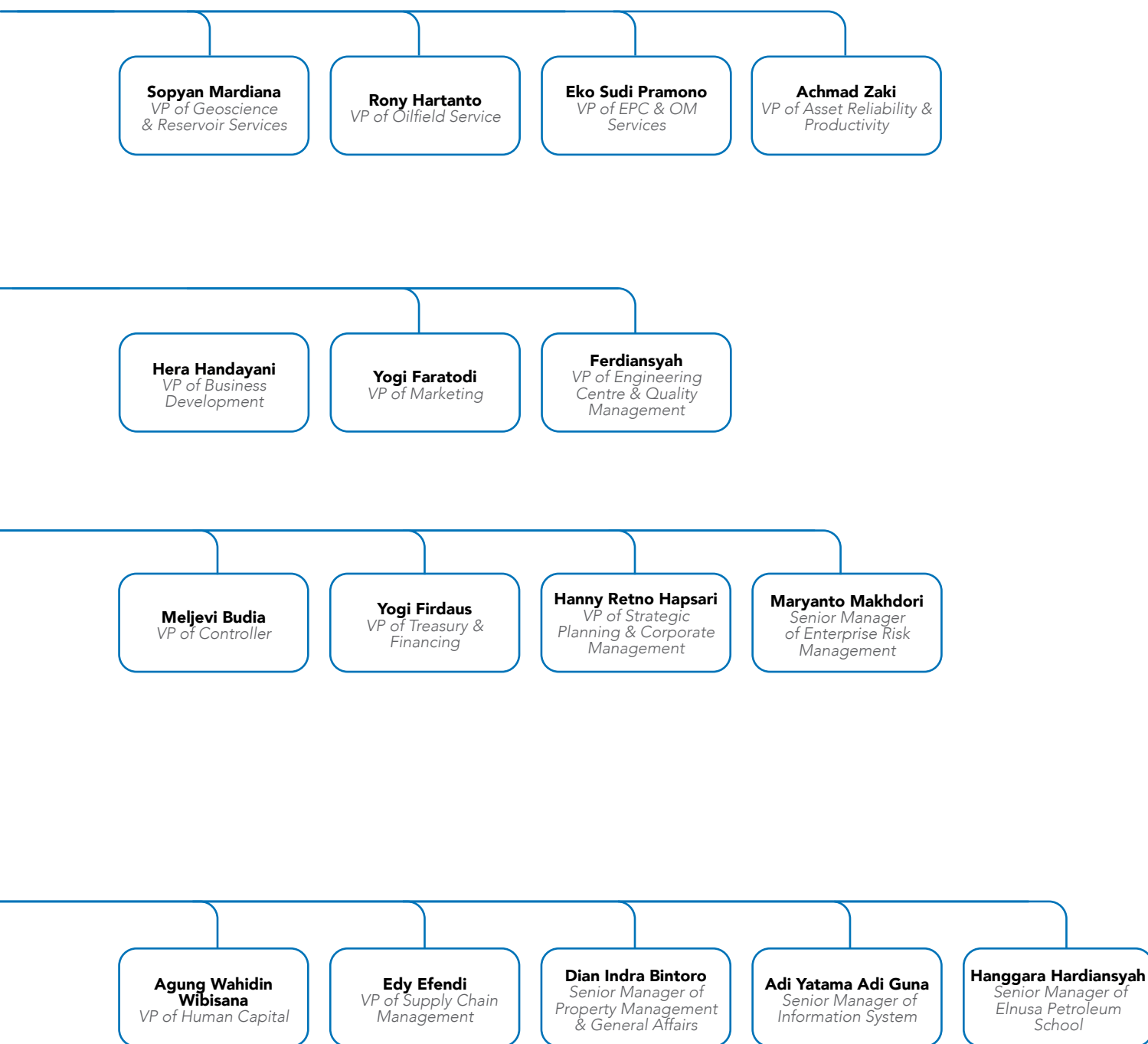
## ORGANIZATIONAL STRUCTURE

Struktur organisasi Perseroan telah disahkan melalui Surat Keputusan No.016/EN/KPTS/000D/2020 tanggal 06 Juli 2020 tentang Struktur Organisasi PT Elnusa Tbk dan Surat Keputusan No.017/EN/KPTS/000D/2020 tentang Penetapan mutasi jabatan manajemen PT Elnusa Tbk, sebagai berikut:





The Company's organizational structure has been ratified through Decree No.016/EN/KPTS/000D/2020 dated July 6, 2020 concerning the Organizational Structure of PT Elnusa Tbk and Decree No.017/EN/KPTS/000D/2020 concerning the Determination of the transfer of management positions of PT Elnusa Tbk, as follows:



## VISI, MISI, NILAI, DAN BUDAYA PERUSAHAAN

### CORPORATE VISION, MISSION, VALUES & CULTURE

Visi, Misi, Nilai, dan Budaya Perusahaan senantiasa di kaji secara berkala untuk memastikan kesesuaiannya dengan perkembangan lingkungan bisnis Perseroan. Perumusan Visi, Misi, Nilai, dan Budaya Perusahaan dilakukan dengan melibatkan seluruh pihak yang terkait yaitu Dewan Komisaris, Direksi, dan Karyawan, serta memperhatikan kepentingan dari para Pemangku Kepentingan lainnya.

Sejalan dengan perkembangan lingkungan bisnis dan tantangan yang dihadapi, Perseroan mengubah visi-misi yang menjadi tujuan selama ini. Perubahan visi, misi ini adalah untuk menguatkan keyakinan dalam menghadapi dinamika dan tantangan bisnis ke depan. Perubahan visi dan misi ini telah disetujui oleh Dewan Komisaris dan Direksi serta disahkan bersamaan dengan pengesahan RJPP 2017-2021. Perubahan visi misi ini tersaji sebagai berikut:

The Company Vision, Mission, Values, and Culture are regularly reviewed to ensure its suitability with the development of the Company's business. The formulation of the Company Vision, Mission, Values, and Culture is carried out by involving all related parties, among others, the Board of Commissioners, Board of Directors, and Employees, and considering the Stakeholders and other Stakeholders' interest.

In line with the development of the business environment and the challenges faced, the Company has changed its vision and mission. The changes was aims to strengthen confidence in facing future business dynamics and challenges. these has been approved by the Board of Commissioners and the Board of Directors and ratified at the same time as the 2017-2021 RJPP. This change in vision and mission are presented as follows:

## VISI

### VISION

Perusahaan Jasa Energi Terkemuka yang Memberikan Solusi Total.

Reputable Energy Services Company by Providing Total Solutions.

## MISI

### MISSION

- Meningkatkan kelangsungan bisnis yang berkelanjutan dan menguntungkan dalam industri energi dalam negeri dan internasional untuk memenuhi harapan pemegang saham. Improve business sustainability and profitability in local and international energy industries to meet shareholders' expectations.
- Memenuhi dan menjaga kepuasan pelanggan dengan memberikan Solution Total melalui sinergi, operational Excellence, HSSE, dan prinsip-prinsip GCG. Fulfill and maintain customer satisfaction by providing Total Solution through synergy, operational excellence, HSSE and GCG principles.
- Meningkatkan kesejahteraan dan kesempatan untuk berkembang bagi karyawan. Improve employees' welfare and growth opportunities.
- Membangun hubungan yang harmonis dan saling menguntungkan dengan pemerintah, mitra, dan masyarakat. Establish harmonious and mutually beneficial relationships with governments, partners, and communities.



## NILAI-NILAI PERUSAHAAN

## CORPORATE VALUES

Perseroan memiliki nilai dan budaya Perusahaan sebagai berikut: The Company has the following values and culture:

<b>Clean</b>	: Memiliki integritas, komitmen tinggi, dan dapat diandalkan dalam menjalankan setiap aktivitas bisnis perusahaan.	Have integrity, high commitment, and reliable in carrying out every company business activity.
<b>Respectful</b>	: Terpercaya di dalam komunitas bisnis dan lingkungan karena memiliki keahlian dan semangat yang tinggi di bidangnya dalam menyelesaikan pekerjaan secara cepat dan akurat, memahami kebutuhan pelanggan, memberikan pelayanan terbaik untuk mencapai kepuasan pelanggan serta menjadikan keselamatan kerja sebagai prioritas utama dalam melaksanakan setiap aktivitas.	Trusted in the business community and environment by the expertise and high enthusiasm in its business fields in completing work quickly and accurately, understand customer needs, provide the best service to achieve customer satisfaction, and prioritize work safety in carrying out every activity.
<b>Synergy</b>	: Bersikap proaktif menjalin kerja sama dengan pelanggan, mitra usaha, masyarakat, karyawan dan pemegang saham.	Proactive in collaborating with customers, business partners, communities, employees, and shareholders.

Namun pada akhir 2020, Perseroan melakukan penyesuaian Value Elnusa dengan tata nilai AKHLAK yang merupakan turunan dari nilai-nilai utama atau core value Badan Usaha Milik Negara yang dijadikan sebagai budaya perusahaan dari Induk Perseroan PT Pertamina (Persero).

However, at the end of 2020, the Company aligned the Elnusa Value with the AKHLAK values which are derived from the main values or core values of State-Owned Enterprises which serve as the corporate culture of the parent entity, PT Pertamina (Persero).

<b>Amanah</b> Trust	: Memegang teguh kepercayaan yang diberikan Uphold the trust
<b>Kolaboratif</b> Collaborative	: Membangun kerja sama yang sinergis Build synergistic collaboration
<b>Harmonis</b> Harmonious	: Saling peduli dan menghargai perbedaan Caring for each other and respect the differences
<b>Loyal</b> Loyal	: Berdedikasi dan mengutamakan kepentingan bangsa dan negara Dedicated and prioritizing the interests of the nation and state
<b>Adaptif</b> Adaptive	: Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan Continue to innovate and be enthusiastic in making and facing the changes
<b>Kompeten</b> Competent	: Terus belajar dan mengembangkan kapabilitas Continue to learn and develop capabilities



## BUDAYA PERUSAHAAN

Budaya Perusahaan merupakan kombinasi terintegrasi dan selaras dari nilai Perusahaan (*clean, respectful, synergy*) serta semangat dan prinsip yang harus dimiliki oleh perwira Perseroan, yaitu:

## CORPORATE CULTURE

Corporate Culture is an integrated and harmonious combination of the Company's values (*clean, respectful, synergy*) and the spirit and principles taken by the Company officers, namely:

**Personal Ethos** : Dijabarkan sebagai sifat yang harus dimiliki oleh seluruh karyawan sebagai individu meliputi  
Described as a trait that the employees must have as an individual including  
*"Working with Passion, Working with Love & Working Smart"*.

**Operation Excellence** : Dijabarkan sebagai budaya yang harus dimiliki dalam melakukan pekerjaan meliputi  
Described as a culture that the employees must have in carrying out their job work including  
*"HSE is My Culture, Equipment is My Life & Cost Awareness is My Attitude"*.

**Management Style** : Dijabarkan sebagai sifat yang harus dimiliki oleh para manajemen di Perseroan meliputi  
Described as a traits that the management must have in the Company including  
*"Manage with Knowledge, Manage with Speed, and Manage with Gut"*.

## MAKNA LOGO PERUSAHAAN

## THE MEANING OF COMPANY LOGO



**Logo Elnusa terdiri dari 'Logogram' dan 'Logotype'**  
The Elnusa logo consists of 'Logogram' and 'Logotype'

Logogram	<p>Gagasan dasarnya adalah "circular energy" yang divisualisasikan seperti bentuk huruf "e" sebagai huruf awal nama Perseroan yaitu Elnusa dan ruang lingkup bisnis Perseroan yaitu jasa energi. Struktur bentuk logogram bulat, bermakna dinamis dan sempurna. Elnusa sebagai perusahaan jasa memiliki semangat dan kekuatan besar yang secara dinamis berperilaku responsif, adaptif, dan inovatif untuk memenuhi kebutuhan dan kepuasan pelanggan. Sempurna adalah komitmen dan integritas Elnusa untuk membangun negeri melalui bisnis jasa energi. Konfigurasi gradasi ketebalan garis pada logogram menciptakan impresi kecepatan berputar yang mengartikulasikan <i>continuous improvement</i> dalam penguasaan teknologi, peningkatan mutu sumber daya insani dan menghasilkan profesionalisme yang terpercaya guna mengakselerasi pertumbuhan bisnis dan pengembangan usaha. Komposisi warna logogram mencerminkan karakteristik dan nilai inti Elnusa: hijau = <i>Clean</i>; merah = <i>Respectful</i>; biru = <i>Synergy</i>.</p> <p>The basic idea is "circular energy" which is visualized in the form of letter "e" as the initial letter of the Company's name that is Elnusa and the scope of the Company's business namely energy services. The structure of the logogram is round, meaning dynamic and perfect. Elnusa as a service company has a great passion and strength that dynamically behaves responsive, adaptive, and innovative to meet customer needs and satisfaction. Perfect is Elnusa's commitment and integrity to develop the country through the energy services business. The configuration of the gradation of the thickness of the line on the logogram creates the impression of a rotating speed that articulates continuous improvement in technological mastery, increases the quality of human resources and produces trusted professionalism to accelerate business growth and business development. The logogram's color composition reflects Elnusa's characteristics and core values: green = <i>Clean</i>; red = <i>Respectful</i>; blue = <i>Synergy</i>.</p>
Logotype	<p>Tulisan 'Elnusa' menggunakan huruf <i>Frutiger sain Bd v.1</i> dengan format huruf kecil (<i>lowercase</i>) dan tebal (<i>bold</i>), hal ini memberi kesan Elnusa ramah dan tegas.</p> <p>The typography of 'Elnusa' uses the font <i>Frutiger sain Bd v.1</i> in lowercase and bold, this gives the impression of Elnusa as friendly and decisive.</p>

## PROFIL DEWAN KOMISARIS

### BOARD OF COMMISSIONERS PROFILE

#### Agus Prabowo

Komisaris Utama  
President Commissioner



<b>Kewarganegaraan</b> Citizenship	Indonesia
<b>Usia   Tempat &amp; Tanggal Lahir</b> Age   Place & Date of Birth	62 tahun per 31 Desember 2020   Yogyakarta, 15 Oktober 1958 62 years old as of December 31, 2020   Yogyakarta, 15 October 1958
<b>Riwayat Pendidikan</b> Education Background	<ul style="list-style-type: none"> <li>• S1 Arsitektur, Institut Teknologi Bandung, Indonesia (1984)</li> <li>• Master of Engineering, Urban &amp; Regional Planning, Hokkaido University, Jepang (1993)</li> <li>• Doctor of Engineering, Urban Redevelopment, Hokkaido University, Jepang (1996)</li> <li>• Bachelor of Architecture, Bandung Institute of Technology, Indonesia (1984)</li> <li>• Master of Engineering, Urban &amp; Regional Planning, Hokkaido University, Japan (1993)</li> <li>• Doctor of Engineering, Urban Redevelopment, Hokkaido University, Japan (1996)</li> </ul>
<b>Riwayat Jabatan</b> Occupational Position History	
<b>Dasar Hukum Penunjukan</b> Legal Basis of Appointment	Akta Berita Acara RUPS Nomor 15 tanggal 8 Juli 2020 Deed of GMS Minutes Number 15 dated July 8, 2020
<b>Pengalaman Kerja</b> Work Experience	<ul style="list-style-type: none"> <li>• Komite Audit PT Pertamina (Persero) (2020)</li> <li>• Kepala Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah (2015-2018)</li> <li>• Deputy Bidang Pengembangan dan Pembinaan Sumber Daya Manusia, Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah (2011-2015)</li> <li>• Audit Committee of PT Pertamina (Persero) (2020)</li> <li>• Head of the Government Procurement Policy Institution (2015-2018)</li> <li>• Deputy for Human Resources Development, Government Procurement Policy Institution (2011-2015)</li> </ul>
<b>Jabatan Rangkap</b> Concurrent Position	<ul style="list-style-type: none"> <li>• Komisaris PT Surabaya Industrial Estate Rungkut (2020-sekarang)</li> <li>• Staf Khusus Menteri PUPR Bidang Pengadaan (2019-sekarang)</li> <li>• Senior Management Advisor for Environment, United Nations Development Programme (2019-sekarang)</li> <li>• Commissioner of PT Surabaya Industrial Estate Rungkut (2020-present)</li> <li>• Special Staff of the Minister of PUPR for Procurement (2019-present)</li> <li>• Senior Management Advisor for Environment, United Nations Development Program (2019-present)</li> </ul>
<b>Hubungan Afiliasi</b> Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham Utama Has no affiliation with other members of the Board of Commissioners, Board of Directors and Major Shareholders
<b>Kepemilikan Saham ELSA</b> ELSA Share Ownership	-
<b>Domisili</b> Domicile	Jakarta Selatan, DKI Jakarta South Jakarta, DKI Jakarta



## Lusiaga Levi Susila

Komisaris Independen  
Independent Commissioner

<b>Kewarganegaraan</b> Citizenship	Indonesia
<b>Usia   Tempat &amp; Tanggal Lahir</b> Age   Place & Date of Birth	64 tahun per 31 Desember 2020   Cianjur, 21 April 1956 64 years old as of December 31, 2020   Cianjur, April, 21, 1956
<b>Riwayat Pendidikan</b> Education Background	<ul style="list-style-type: none"> <li>S1 Fisika, Institut Teknologi Bandung, Indonesia (1976)</li> <li>Bachelor in Physics, Bandung Institute of Technology, Indonesia (1976)</li> </ul>
<b>Riwayat Jabatan</b> Occupational Position History	
<b>Dasar Hukum Penunjukan</b> Legal Basis of Appointment	Akta Berita Acara RUPS Nomor 25 tanggal 14 Mei 2018 Deed of GMS Minutes Number 25 dated May 14, 2018
<b>Pengalaman Kerja</b> Work Experience	<ul style="list-style-type: none"> <li>Direktur Operasi PT Elnusa Tbk (2013-2015)</li> <li>Direktur Operasi PT Pilar Anggaraksa (2010-2013)</li> <li>Direktur Operasi PT Permata Drilling International (2008-2010)</li> <li>Direktur Operasi PT Saripari Pertiwi Abadi (2005-2008)</li> <li>Field Engineer di Schlumberger (1981-2005)</li> <li>Operation Director of PT Elnusa Tbk (2013-2015)</li> <li>Operation Director of PT Pilar Anggaraksa (2010-2013)</li> <li>Operation Director of PT Permata Drilling International (2008-2010)</li> <li>Operation Director of PT Saripari Pertiwi Abadi (2005-2008)</li> <li>Field Engineer of Schlumberger (1981-2005)</li> </ul>
<b>Jabatan Rangkap</b> Concurrent Position	Tidak memiliki jabatan rangkap pada Perusahaan lain Does not have any concurrent position at other companies
<b>Hubungan Afiliasi</b> Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham Utama Has no affiliation with other members of the Board of Commissioners, Board of Directors and Major Shareholders
<b>Kepemilikan Saham ELSA</b> ELSA Share Ownership	-
<b>Domisili</b> Domicile	Kota Tangerang Selatan, Banten South Tangerang City, Banten



## Anis Baridwan

Komisaris Independen  
Independent Commissioner



<b>Kewarganegaraan</b> Citizenship	Indonesia
<b>Usia   Tempat &amp; Tanggal Lahir</b> Age   Place & Date of Birth	65 tahun per 31 Desember 2020   Solo, 21 Februari 1955 65 years old as of December 31, 2020   Solo, February 21, 1955
<b>Riwayat Pendidikan</b> Education Background	<ul style="list-style-type: none"> <li>• S1 Ekonomi Akuntansi, Universitas Gadjah Mada, Yogyakarta, Indonesia (1976)</li> <li>• Master of Business Administration, Accounting &amp; Finance, Saint Louis University, USA (1986)</li> <li>• Bachelor of Accounting Economics, Gadjah Mada University, Yogyakarta, Indonesia (1976)</li> </ul>
<b>Riwayat Jabatan</b> Occupational Position History	
<b>Dasar Hukum Penunjukan</b> Legal Basis of Appointment	Akta Berita Acara RUPS Nomor 30 tanggal 11 April 2019 Deed of GMS Minutes Number 30 dated April 11, 2019
<b>Pengalaman Kerja</b> Work Experience	<ul style="list-style-type: none"> <li>• Deputi Komisioner Audit Internal, Manajemen Risiko dan Pengendalian Kualitas, Otoritas Jasa Keuangan (2013 – 2015)</li> <li>• Anggota Dewan Audit, Otoritas Jasa Keuangan (2015 – 2017)</li> <li>• Deputy Commissioner for Internal Audit, Risk Management and Quality Control, Financial Services Authority (2013 - 2015)</li> <li>• Member of the Audit Board, Financial Services Authority (2015 - 2017)</li> </ul>
<b>Jabatan Rangkap</b> Concurrent Position	<ul style="list-style-type: none"> <li>• Dosen Magister Management Universitas Gadjah Mada (2002-sekarang)</li> <li>• Komite Audit PT Kustodian Sentral Efek Indonesia (2015-sekarang)</li> <li>• Komisaris Independen PT Nikko Sekuritas Indonesia (2018-sekarang)</li> <li>• Lecturer in Management at Gadjah Mada University (2002-present)</li> <li>• Audit Committee of the Indonesian Central Securities Depository (2015-present)</li> <li>• Independent Commissioner of PT Nikko Sekuritas Indonesia (2018-present)</li> </ul>
<b>Hubungan Afiliasi</b> Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham Utama Has no affiliation with other members of the Board of Commissioners, Board of Directors and Major Shareholders
<b>Kepemilikan Saham ELSA</b> ELSA Share Ownership	-
<b>Domisili</b> Domicile	Jakarta Timur, D.K.I. Jakarta East Jakarta, D.K.I. Jakarta





## Antonius Ratdomopurbo

Komisaris  
Commissioner

<b>Kewarganegaraan</b> Citizenship	Indonesia
<b>Usia   Tempat &amp; Tanggal Lahir</b> Age   Place & Date of Birth	59 tahun per 31 Desember 2020   Wonosari, 5 Februari 1961 59 years old as of December 31, 2020   Wonosari, February 5, 1961
<b>Riwayat Pendidikan</b> Education Background	<ul style="list-style-type: none"> <li>• S1 Fisika Universitas Gadjah Mada, Yogyakarta, Indonesia (1979)</li> <li>• S2 Geofisika &amp; Geokimia di Universite Joseph Fourier Grenoble, Perancis (1991)</li> <li>• S3 Geofisika &amp; Geokimia di Universite Joseph Fourier Grenoble, Perancis (1992)</li> <li>• Bachelor of Physics at Gadjah Mada University, Yogyakarta, Indonesia (1979)</li> <li>• Masters in Geophysics &amp; Geochemistry at Universite Joseph Fourier Grenoble, France (1991)</li> <li>• Doctor of Geophysics &amp; Geochemistry at Universite Joseph Fourier Grenoble, France (1992)</li> </ul>
<b>Riwayat Jabatan</b> Occupational Position History	
<b>Dasar Hukum Penunjukan</b> Legal Basis of Appointment	Akta Berita Acara RUPS Nomor 30 tanggal 11 April 2019 Deed of GMS Minutes Number 30 dated April 11, 2019
<b>Pengalaman Kerja</b> Work Experience	<ul style="list-style-type: none"> <li>• Ketua Program World Organization of Volcano Observatories Database, Senior Research Fellow, Universitas Teknologi Nanyang, Singapore (2009-2013)</li> <li>• Kepala Pusat Survei Geologi, Badan Geologi, Kementerian ESDM (2007-2008)</li> <li>• Kepala Balai Penyelidikan dan Pengembangan Teknologi Kegunungapian, Kementerian ESDM (2001-2006)</li> <li>• Chairman of the World Organization of Volcano Observatories Database Program, Senior Research Fellow, Nanyang University of Technology, Singapore (2009-2013)</li> <li>• Head of the Center for Geological Survey, Geological Agency, Ministry of Energy and Mineral Resources (2007-2008)</li> <li>• Head of the Center for Investigation and Development of Volcano Technology, Ministry of Energy and Mineral Resources (2001-2006)</li> </ul>
<b>Jabatan Rangkap</b> Concurrent Position	Sekretaris Badan Geologi, Kementerian ESDM (2017-2021) Secretary of the Geology Agency, Ministry of Energy and Mineral Resources (2017-2021)
<b>Hubungan Afiliasi</b> Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham Utama Has no affiliation with other members of the Board of Commissioners, Board of Directors and Major Shareholders
<b>Kepemilikan Saham ELSA</b> ELSA Share Ownership	-
<b>Domisili</b> Domicile	Bantul, D.I. Yogyakarta Bantul, D.I. Yogyakarta

## PROFIL DIREKSI

### BOARD OF DIRECTORS PROFILE

#### Ali Mundakir

Direktur Utama  
President Director

Periode Jabatan/Term of Office:  
2020-2023 Periode 1/1st Period



<b>Kewarganegaraan</b> Citizenship	Indonesia
<b>Usia</b> Age	51 tahun per 31 Desember 2020 51 years old as of December 31, 2020
<b>Riwayat Pendidikan</b> Education Background	<ul style="list-style-type: none"> <li>S1 - Teknik Mesin Universitas Brawijaya (1987)</li> <li>S2 - Teknologi Energi, Geothermal Institute (1997)</li> <li>S2 - Teknik Mesin University of Auckland (1999)</li> <li>Bachelor of Mechanical Engineering, Brawijaya University (1987)</li> <li>Master of Energy Technology, Geothermal Institute (1997)</li> <li>Master of Mechanical Engineering University of Auckland (1999)</li> </ul>
<b>Riwayat Jabatan</b> Occupational Position History	
<b>Dasar Hukum Penunjukan</b> Legal Basis of Appointment	Akta Berita Acara RUPS tanggal 8 Juli 2020 Deed of GMS Minutes dated July 8, 2020
<b>Pengalaman Kerja</b> Work Experience	<ul style="list-style-type: none"> <li>Direktur Utama PT Pertamina Geothermal Energy (2018 - 2020)</li> <li>Direktur Operasi PT Pertamina Geothermal Energy (2015 - 2018)</li> <li>VP Corporate Communication Pertamina (2012-2015)</li> <li>Corporate Secretary PT Pertamina Drilling Services Indonesia (2011- 2012)</li> <li>Manager Relation &amp; Administrasi Korporat PT Pertamina Hulu Energi (2008-2011)</li> <li>President Director of PT Pertamina Geothermal Energy (2018 - 2020)</li> <li>Director of Operation of PT Pertamina Geothermal Energy (2015 - 2018)</li> <li>VP of Corporate Communication of Pertamina (2012 - 2015)</li> <li>Corporate Secretary of PT Pertamina Drilling Services Indonesia (2011-2012)</li> <li>Manager of Corporate Relations &amp; Administration of PT Pertamina Hulu Energi (2008 - 2011)</li> </ul>
<b>Jabatan Rangkap</b> Concurrent Position	Tidak memiliki jabatan rangkap pada Perusahaan lain Has no concurrent position at other companies
<b>Hubungan Afiliasi</b> Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham Utama Has no affiliation with other members of the Board of Commissioners, Board of Directors and Major Shareholders
<b>Domisili</b> Domicile	Bogor, Jawa Barat Bogor, West Java



## Arief Riyanto

Direktur Operasi merangkap  
Direktur Pengembangan Usaha  
Director of Operation concurrently as  
Director of Business Development

Periode Jabatan/Term of Office:  
2018-2021 Periode 1/1st Period

<b>Kewarganegaraan</b> Citizenship	Indonesia
<b>Usia</b> Age	58 tahun per 31 Desember 2020 58 years old as of December 31, 2020
<b>Riwayat Pendidikan</b> Education Background	Sarjana Teknik Mesin, Universitas Gadjah Mada-Yogyakarta (1987) Bachelor of Mechanical Engineering, Gadjah Mada University-Yogyakarta (1987)
<b>Riwayat Jabatan</b> Occupational Position History	
<b>Dasar Hukum Penunjukan</b> Legal Basis of Appointment	Akta Berita Acara RUPS tanggal 8 Juli 2020 Deed of GMS Minutes dated July 8, 2020
<b>Pengalaman Kerja</b> Work Experience	<ul style="list-style-type: none"> <li>• Advisor of Coporate Services Inpex Masela (2017-sekarang)</li> <li>• Kepala Divisi Manajemen Proyek dan Pemeliharaan Fasilitas di Bidang Operasi SKK Migas (2015-2017)</li> <li>• Kepala Divisi Komersialisasi Gas Bumi SKK Migas (2013-2015)</li> <li>• Vice President Management Representative SKK Migas di Pertamina EP (2013)</li> <li>• Kepala Pengawas &amp; Pengendali Proyek Banyuurip-Exxon Cepu (2011-2012)</li> <li>• Kepala Dinas Fasilitas Konstruksi Darat LNG-BP Migas (2005-2008)</li> <li>• Asisten Bisnis Manager Proyek Pertamina-BP LNG Tangguh (2001-2003)</li> <li>• Resident Engineer Proyek Front End Engineering Design (FEED) Pertamina LNG Tangguh di Houston (1999-2000)</li> <li>• Project Control Supervisor-PT Badak LNG di Bontang (1997-1998)</li> <li>• Mechanical &amp; Piping Engineer PT Arun LNG di Lhokseumawe (1990-1997)</li> <li>• Mengawali karir sebagai Field Mechanical Engineer-Cengkareng International Airport Phase 2 project, Saint Rap Colas-Waskita Karya Joint Operation (1986-1989)</li> <li>• Inpex Masela Advisor of Corporate Services (2017-present)</li> <li>• Head of Project Management and Facility Maintenance Division in the SKK Migas Operation Area (2015-2017)</li> <li>• Head of SKK Migas Natural Gas Commercialization Division (2013-2015)</li> <li>• Vice President Management Representative of SKK Migas at Pertamina EP (2013)</li> <li>• Chief Superintendent &amp; Controller of the Banyuurip Project-Exxon Cepu (2011-2012)</li> <li>• Head of the LNG Land Construction Facilities Service-BP Migas (2005-2008)</li> <li>• Business Assistant Manager for Pertamina Project Manager-BP LNG Tangguh (2001-2003)</li> <li>• Pertamina LNG Tangguh Front End Engineering Design (FEED) Resident Engineer Project in Houston (1999-2000)</li> <li>• Project Control Supervisor-PT Badak LNG in Bontang (1997-1998)</li> <li>• Mechanical &amp; Piping Engineer of PT Arun LNG in Lhokseumawe (1990-1997)</li> <li>• He started his career as a Field Mechanical Engineer-Cengkareng International Airport Phase 2 project, Saint Rap Colas-Waskita Karya Joint Operation (1986-1989)</li> </ul>
<b>Jabatan Rangkap</b> Concurrent Position	<ul style="list-style-type: none"> <li>• Komisaris Utama PT Elnusa Trans Samudera *)</li> <li>• Komisaris PT Elnusa Fabrikasi Konstruksi *)</li> <li>• Komisaris PT Elnusa Oilfield Services *)</li> <li>*) Entitas Anak Perseroan dan bukan Perusahaan Publik</li> <li>• President Commissioner of PT Elnusa Trans Samudera *)</li> <li>• Commissioner of PT Elnusa Fabrikasi Konstruksi *)</li> <li>• Commissioner of PT Elnusa Oilfield Services *)</li> <li>*) Subsidiaries of the Company and not a Public Company</li> </ul>
<b>Hubungan Afiliasi</b> Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham Utama Has no affiliation with other members of the Board of Commissioners, Board of Directors and Major Shareholders
<b>Domisili</b> Domicile	DKI Jakarta DKI Jakarta



## Hery Setiawan

Direktur Keuangan  
Finance Director

Periode Jabatan/Term of Office:  
2018-2021 Periode 1/1st Period

<b>Kewarganegaraan</b> Citizenship	Indonesia
<b>Usia</b> Age	53 tahun per 31 Desember 2020 53 years old as of December 31, 2020
<b>Riwayat Pendidikan</b> Education Background	<ul style="list-style-type: none"> <li>• S1 Ekonomi Manajemen, Universitas Diponegoro-Semarang (1991)</li> <li>• S2 Manajemen Keuangan &amp; Investasi, Institut Pertanian Bogor (2015)</li> <li>• Bachelor of Management Economics, Diponegoro University-Semarang (1991)</li> <li>• Masters of Financial &amp; Investment Management, Bogor Agricultural Institute (2015)</li> </ul>
<b>Riwayat Jabatan</b> Occupational Position History	
<b>Dasar Hukum Penunjukan</b> Legal Basis of Appointment	Akta Berita Acara RUPS tanggal 8 Juli 2020 Deed of GMS Minutes dated July 8, 2020
<b>Pengalaman Kerja</b> Work Experience	<p>Memulai karir di Pertamina sejak tahun 1993, dengan menduduki berbagai macam posisi jabatan antara lain:</p> <ul style="list-style-type: none"> <li>• Direktur Keuangan Dana Pensiun Pertamina (2016-2018)</li> <li>• Finance &amp; Services SJV Development Manager PT Pertamina (Persero) (2016)</li> <li>• Downstream &amp; NonCore SJV Performance Management Manager PT Pertamina (Persero) (2014-2016)</li> <li>• Manajer Dana Pensiun Pertamina (2009-2011)</li> </ul> <p>He commenced his career at Pertamina since 1993, and served various positions, including:</p> <ul style="list-style-type: none"> <li>• Finance Director of Pertamina Pension Fund (2016-2018)</li> <li>• Finance &amp; Services SJV Development Manager of PT Pertamina (Persero) (2016)</li> <li>• Downstream &amp; NonCore SJV Performance Management Manager of PT Pertamina (Persero) (2014-2016)</li> <li>• Manager of Pertamina Pension Fund (2009-2011)</li> </ul>
<b>Jabatan Rangkap</b> Concurrent Position	<ul style="list-style-type: none"> <li>• Komisaris PT Elnusa Petrofin *)</li> <li>• Komisaris PT Elnusa Geosains *)</li> <li>*) Entitas Anak Perseroan dan bukan Perusahaan Publik</li> </ul> <ul style="list-style-type: none"> <li>• Commissioner of PT Elnusa Petrofin *)</li> <li>• Commissioner of PT Elnusa Geosains *)</li> <li>*) Subsidiaries of the Company and not a Public Company</li> </ul>
<b>Hubungan Afiliasi</b> Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham Utama Has no affiliation with other members of the Board of Commissioners, Board of Directors and Major Shareholders
<b>Domisili</b> Domicile	Bogor, Jawa Barat Bogor, West Java



## Tenny Elfrida

Direktur SDM & Umum  
Director of Human Resource & General Affairs

Periode Jabatan/Term of Office:  
2018-2021 Periode 1/1st Period

<b>Kewarganegaraan</b> Citizenship	Indonesia
<b>Usia</b> Age	41 tahun per 31 Desember 2020 41 years old as of December 31, 2020
<b>Riwayat Pendidikan</b> Education Background	S1 Akuntansi Universitas Indonesia (2002) Bachelor of Accounting in Indonesia University (2002)
<b>Riwayat Jabatan</b> Occupational Position History	
<b>Dasar Hukum Penunjukan</b> Legal Basis of Appointment	Akta Berita Acara RUPS tanggal 8 Juli 2020 Deed of GMS Minutes dated July 8, 2020
<b>Pengalaman Kerja</b> Work Experience	<ul style="list-style-type: none"> <li>• Komisaris PT Elnusa Trans Samudera (Baru menjabat Desember 2020)</li> <li>• VP Human Capital Management Corporate PT Pertamina (Persero) (2018 - 2020)</li> <li>• VP HR Operation PT Pertamina (Persero) (2017)</li> <li>• VP of Human Resource PT Elnusa Tbk (2012 - 2017)</li> <li>• Senior Manager of Quality Management PT Elnusa Tbk (2010 - 2012)</li> <li>• Manager System &amp; Procedure - PT Elnusa Tbk (2009 - 2010)</li> <li>• Commissioner of PT Elnusa Trans Samudera (appointed in December 2020)</li> <li>• VP Human Capital Management Corporate of PT Pertamina (Persero) (2018 - 2020)</li> <li>• VP HR Operation of PT Pertamina (Persero) (2017)</li> <li>• VP of Human Resource of PT Elnusa Tbk (2012 - 2017)</li> <li>• Senior Manager of Quality Management of PT Elnusa Tbk (2010 - 2012)</li> <li>• System &amp; Procedure Manager of PT Elnusa Tbk (2009 - 2010)</li> </ul>
<b>Jabatan Rangkap</b> Concurrent Position	Komisaris PT Elnusa Trans Samudera (Baru menjabat Des 2020) Commissioner of PT Elnusa Trans Samudera (Just served Dec 2020)
<b>Hubungan Afiliasi</b> Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi dan Pemegang Saham Utama Has no affiliation with other members of the Board of Commissioners, Board of Directors and Major Shareholders
<b>Domisili</b> Domicile	DKI Jakarta DKI Jakarta

## PROFIL PEJABAT EKSEKUTIF

### EXECUTIVE OFFICERS PROFILE

#### Ari Wijaya

Corporate Secretary

Menjabat sejak 1/11/2019 | Serving the position since 1/11/2019

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	50 tahun per 31 Desember 2020 50 years old as of December 31, 2020
Domisili Domicile	:	Tangerang, Jawa Barat, Indonesia Tangerang, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	12/10/2009
Riwayat Pendidikan Education Background	:	M.M, Magister Managemen, Universitas Trisakti Jakarta, 2009 Master of Management, Trisakti University Jakarta, 2009
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai Corporate Secretary, beliau menjabat sebagai VP of Property Management & General Affair (2018 - 2019) Before holding the position of Corporate Secretary, he served as VP of Property Management & General Affair (2018-2019)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020

#### Ganang Soegiyarso

Chief of Internal Audit

Menjabat sejak 1/11/2019 | Serving the position since 1/11/2019

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	53 tahun per 31 Desember 2020 53 years old as of December 31, 2020
Domisili Domicile	:	Tangerang, Jawa Barat, Indonesia Tangerang, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	02/01/2013
Riwayat Pendidikan Education Background	:	Ak, Akuntansi, Sekolah Tinggi Adminstrasi Negara Jakarta, 1995 Ak, Accounting, State Administrative Institute Jakarta, 1995
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai Chief of Internal Audit, beliau menjabat sebagai Senior Auditor (2013 - 2019) Before holding the position of Chief of Internal Audit, he served as Senior Auditor (2013-2019)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020

**Ramon Arias Pili**

VP of HSSE

Menjabat sejak 1/11/2019 | Serving the position since 1/11/2019

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	43 tahun per 31 Desember 2020 43 years old as of December 31, 2019
Domisili Domicile	:	Depok, Jawa Barat, Indonesia Depok, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	01/10/2003
Riwayat Pendidikan Education Background	:	S.E, Ekonomi Studi Pembangunan, Universitas Indonesia Jakarta, 2001 Bachelor of Economics in Development Studies, University of Indonesia, 2001
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai VP of HSSE, beliau menjabat sebagai VP of Supply Chain Management (2018 - 2019) Before holding the position of VP of HSSE, he served as VP of Supply Chain Management (2018-2019)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020

**Asmal Salam**

Chief of Legal &amp; Compliance

Menjabat sejak 1/10/2016 | Serving the position since 1/10/2016

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	51 tahun per 31 Desember 2020 51 years old as of December 31, 2020
Domisili Domicile	:	Jakarta Timur, DKI Jakarta, Indonesia East Jakarta, DKI Jakarta, Indonesia
Bergabung di Elnusa Joined Elnusa	:	01/03/2005
Riwayat Pendidikan Education Background	:	M.Kn, Kenotariatan, Universitas Indonesia, 2014 M.Kn, Notary, University of Indonesia, 2014
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai Chief of Legal & Compliance, beliau menjabat sebagai Chief of Legal & Contract (2016 - 2019) Before holding the position of Chief of Legal & Compliance, he served as Chief of Legal & Contract (2016 - 2019)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020

**Rony Hartanto**

VP of Oilfield Service

Menjabat sejak 1/02/2018 | Serving the position since 1/02/2018

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	44 tahun per 31 Desember 2020 44 years old as of December 31, 2020
Domisili Domicile	:	Tangerang, Jawa Barat, Indonesia Tangerang, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	1/11/2004
Riwayat Pendidikan Education Background	:	S.T, Teknik Elektro, Universitas Gadjah Mada Yogyakarta, 2000 Bachelor of Electrical Engineering, Gadjah Mada University Yogyakarta, 2000
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai VP of Production, Operation & Maintenance Service, beliau menjabat sebagai Managing Director of DOS Service Line (2015 - 2018) Before holding the position as VP of Production, Operation & Maintenance Service, he served as Managing Director of DOS Service Line (2015 - 2018)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020

**Eko Sudi Pramono**

VP of EPC &amp; OM Services

Menjabat sejak 1/07/2020 | Serving the position since 1/07/2020

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	51 tahun per 31 Desember 2020 51 years old as of December 31, 2020
Domisili Domicile	:	Bogor, Jawa Barat, Indonesia Bogor, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	1/06/2005
Riwayat Pendidikan Education Background	:	S.T, Teknik Geologi, Universitas Pembangunan Veteran Yogyakarta, 1994 Bachelor of Geological Engineering, University of Pembangunan Veteran Yogyakarta, 1994
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai VP of Production, Operation & Maintenance Service, beliau menjabat sebagai GM of East Indonesia Region (2018 - 2020) Before holding the position as VP of Production, Operation & Maintenance Service, he served as GM of the East Indonesia Region (2018 - 2020)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020



**Sopyan Mardiana**

VP of Geoscience &amp; Reservoir Services

Menjabat sejak 1/07/2020 | Serving the position since 1/07/2020

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	55 tahun per 31 Desember 2020 55 years old as of December 31, 2020
Domisili Domicile	:	Bekasi, Jawa Barat, Indonesia Bekasi, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	1/07/1997
Riwayat Pendidikan Education Background	:	S.si, Fisika, Universitas Indonesia. 1992 Bachelor of Physics, University of Indonesia, 1992
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai VP of Geoscience & Reservoir Services, beliau menjabat sebagai General Manager of GDA Marine & TZ (2015 - 2020) Before holding the position as VP of Geoscience & Reservoir Services, he served as General Manager of GDA Marine & TZ (2015 - 2020)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020

**Achmad Zaki**

VP of Asset Reliability &amp; Productivity

Menjabat sejak 1/11/2018 | Serving the position since 1/11/2018

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	53 tahun per 31 Desember 2020 53 years old as of December 31, 2020
Domisili Domicile	:	Bekasi, Jawa Barat, Indonesia Bekasi, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	1/11/2004
Riwayat Pendidikan Education Background	:	M.M, Magister Management, Prasetya Mulya Business School Jakarta, 2009 Master of Management, Prasetya Mulya Business School Jakarta, 2009
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai VP of Asset Reliability & Productivity, beliau menjabat sebagai Direktur Utama EFK (2013 - 2015) Before holding the position as VP of Asset Reliability & Productivity, he served as President Director of EFK (2013 - 2015)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020

**Hera Handayani**

VP of Business Development

Menjabat sejak 1/11/2019 | Serving the position since 1/11/2019

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	45 tahun per 31 Desember 2020 45 years old as of December 31, 2020
Domisili Domicile	:	Jakarta Selatan, DKI Jakarta, Indonesia South Jakarta, DKI Jakarta, Indonesia
Bergabung di Elnusa Joined Elnusa	:	1/04/2014
Riwayat Pendidikan Education Background	:	M.M, Magister Management, Universitas Indonesia 2005 Master of Management, University of Indonesia 2005
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai VP of Business Development, beliau menjabat sebagai SM of Quality Management (2018 - 2019) Before holding the as VP of Business Development, she served as SM of Quality Management (2018 - 2019)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020

**Yogi faratodi**

VP of Marketing

Menjabat sejak 01/05/2020 | Serving the position since 05/01/2020

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	41 tahun per 31 Desember 2020 41 years old as of December 31, 2020
Domisili Domicile	:	Bekasi, Jawa Barat, Indonesia Bekasi, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	01/02/2017
Riwayat Pendidikan Education Background	:	M.BA, Master of Business Administration, Institut Teknologi Bandung, 2011 Master of Business Administration, Bandung Institute of Technology, 2011
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai VP of Marketing, beliau menjabat sebagai Marketing Expert (2017 - 2020) Before holding the position as VP of Marketing, he served as Marketing Expert (2017 - 2020)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020

**Ferdiansyah**

VP of Engineering Center &amp; Quality Management

Menjabat sejak 01/12/2020 | Serving the position since 01/12/2020

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	36 tahun per 31 Desember 2020 36 years old as of December 31, 2020
Domisili Domicile	:	Depok, Jawa Barat, Indonesia Depok, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	12/06/2007
Riwayat Pendidikan Education Background	:	S.Si, Fisika, Universitas Indonesia 2006 Bachelor of Physics, University of Indonesia 2006
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai VP of Engineering Center & Quality Management, beliau menjabat sebagai SM of Asset Reliability & Prod. GRS (2017-2020) Before holding the position as VP of Engineering Center & Quality Management, he served as SM of Asset Reliability & Prod. GRS (2017-2020)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020

**Meljevi Budia**

VP of Controller

Menjabat sejak 01/05/2019 | Serving the position since 05/01/2019

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	47 tahun per 31 Desember 2020 47 years old as of December 31, 2020
Domisili Domicile	:	Jakarta Timur, DKI Jakarta, Indonesia East Jakarta, DKI Jakarta, Indonesia
Bergabung di Elnusa Joined Elnusa	:	01/04/2004
Riwayat Pendidikan Education Background	:	M.M, Magister Management, Sekolah Tinggi Prasetya Mulya Jakarta, 2007 Master of Management, Prasetya Mulya High School Jakarta, 2007
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai VP of Controller, beliau menjabat sebagai Direktur PT Elnusa Trans Samudera (2018 - 2019) Before holding the position as VP of Controller, he served as Director of PT Elnusa Trans Samudera (2018 - 2019)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020

**Yogi Firdaus**

VP of Treasury &amp; Financing

Menjabat sejak 01/06/2019 | Serving the position since 01/06/2019

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	37 tahun per 31 Desember 2020 37 years old as of December 31, 2020
Domisili Domicile	:	Tangerang, Jawa Barat, Indonesia Tangerang, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	05/11/2012
Riwayat Pendidikan Education Background	:	M.M, Magister Management, Universitas Bina Nusantara Jakarta, 2009 Master of Management, Bina Nusantara University Jakarta, 2009
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai VP of Treasury & Financing, beliau menjabat sebagai Senior Manager of Financing (2019) Before holding the position as VP of Treasury & Financing, he served as Senior Manager of Financing (2019)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/OOOD/2020

**Hanny Retno Hapsari**

VP of Strategic Planning &amp; Corporate Management

Menjabat sejak 01/09/2013 | Serving the position 01/09/2013

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	43 tahun per 31 Desember 2020 43 years old as of December 31, 2020
Domisili Domicile	:	Tangerang, Jawa Barat, Indonesia Tangerang, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	05/08/2001
Riwayat Pendidikan Education Background	:	M.M, Magister Management Sekolah Tinggi Prasetya Mulya Jakarta, 2005 Master of Management of Prasetya Mulya High School, Jakarta, 2005
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai VP of Strategic Planning & Corporate Management, beliau menjabat sebagai Department Head of Portfolio Management (2013) Before holding the as VP of Strategic Planning & Corporate Management, she served as Department Head of Portfolio Management (2013)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/OOOD/2020

**Maryanto Makhdori**

Senior Manager of Enterprise Risk Management

Menjabat sejak 01/08/2014 | Serving the position since 01/08/2014

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	55 tahun per 31 Desember 2020 55 years old as of December 31, 2020
Domisili Domicile	:	Banten, Jawa Barat, Indonesia Banten, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	01/02/2008
Riwayat Pendidikan Education Background	:	M.M, Magister Manajemen Keuangan STIE IPWI, 2001 Master of Financial Management STIE IPWI, 2001
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai Senior Manager of Enterprise Risk Management, beliau menjabat sebagai Department Head of Risk & Performance Management (2013 - 2014) Before holding the position as Senior Manager of Enterprise Risk Management, he served as Department Head of Risk & Performance Management (2013 - 2014)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020

**Agung Wahidin**

VP of Human Capital

Menjabat sejak 06/07/2020 | Serving the position since 06/07/2020

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	45 tahun per 31 Desember 2020 45 years old as of December 31, 2020
Domisili Domicile	:	Bekasi, Jawa Barat, Indonesia Bekasi, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	03/03/2012
Riwayat Pendidikan Education Background	:	S.H, Hukum Bisnis, Universitas Parahyangan Bandung, 1999 Bachelor of Business Law, Parahyangan University Bandung, 1999
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai VP of Human Capital, beliau menjabat sebagai SM of Human Capital Business Partner (2016 - 2020) Before holding the as VP of Human Capital, he served as SM of Human Capital Business Partner (2016 - 2020)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020

**Edy Efendi**

VP of Supply Chain Management

Menjabat sejak 01/12/2019 | Serving the position since 01/12/2019

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	54 tahun per 31 Desember 2020 54 years old as of December 31, 2020
Domisili Domicile	:	Jakarta Barat, DKI Jakarta, Indonesia West Jakarta, DKI Jakarta, Indonesia
Bergabung di Elnusa Joined Elnusa	:	01/11/2004
Riwayat Pendidikan Education Background	:	S.T, Teknik Sipil, Institut Teknologi Bandung, 1990 Bachelor of Civil Engineering, Bandung Institute of Technology, 1990
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai VP of Supply Chain Management, beliau menjabat sebagai Staff Ahli Direktur Utama (2016 - 2019) Before holding the position as VP of Supply Chain Management, he served as Expert Staff to the President Director (2016 - 2019)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/OOOD/2020

**Adi Yatama Adi Guna**

Senior Manager of Information System

Menjabat sejak 01/09/2017 | Serving the position since 01/09/2017

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	43 tahun per 31 Desember 2020 43 years old as of December 31, 2020
Domisili Domicile	:	Bogor, Jawa Barat, Indonesia Bogor, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	16/01/2010
Riwayat Pendidikan Education Background	:	M.Sc., Elektro Teknik, University of Applied Sciences Esslingen Jerman, 2003 Mater of Electrical Engineering, University of Applied Sciences Esslingen Germany, 2003
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai Senior Manager of Information System, beliau menjabat sebagai Section Head of System Development (2015 - 2017) Before holding the position as Senior Manager of Information Systems, he served as Section Head of System Development (2015 - 2017)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/OOOD/2020

**Dian Indra Bintoro**

Senior Manager of Property Management &amp; General Affair

Menjabat sejak 06/07/2020 | Serving the position since 06/07/2020

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	45 tahun per 31 Desember 2020 45 years old as of December 31, 2020
Domisili Domicile	:	Bekasi, Jawa Barat, Indonesia Bekasi, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	12/10/2009
Riwayat Pendidikan Education Background	:	M.M., Magister Manajemen SDM, PPM School of Management Jakarta, 2016 Master of HR Management, PPM School of Management Jakarta, 2016
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai Senior Manager of Property Management & General Affairs, beliau menjabat sebagai SM of Strategic Human Capital (2018 - 2020) Before holding the position as Senior Manager of Property Management & General Affairs, he served as SM of Strategic Human Capital (2018 - 2020)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020

**Hanggara Hardiansyah**

Senior Manager of Elnusa Petroleum School

Menjabat sejak 01/12/2020 | Serving the position since 01/12/2020

Kewarganegaraan Citizenship	:	Warga Negara Indonesia Indonesian citizens
Usia Age	:	35 tahun per 31 Desember 2020 35 years old as of December 31, 2020
Domisili Domicile	:	Tangerang selatan, Jawa Barat, Indonesia South Tangerang, West Java, Indonesia
Bergabung di Elnusa Joined Elnusa	:	25/06/2012
Riwayat Pendidikan Education Background	:	M.Psi., Magister Psikologi, Universitas Airlangga Surabaya, 2011 Master of Psychology, Airlangga University, Surabaya, 2011
Pengalaman Kerja Work Experience	:	Sebelum menempati posisi sebagai Senior Manager of Elnusa Petroleum School, beliau menjabat sebagai Innovation Manager (2019 - 2020). Before holding the position as Senior Manager of Elnusa Petroleum School, he served as Innovation Manager (2019 - 2020)
Dasar Hukum Pengangkatan Legal Basis of Employment	:	SK No.017/EN/KPTS/000D/2020

## SUMBER DAYA MANUSIA

### HUMAN RESOURCES

Sumber Daya Manusia (SDM) merupakan salah satu faktor penting dalam mendukung keberlanjutan Perseroan. Pengelolaan SDM yang tepat dan berkesinambungan terus dilakukan Perseroan dalam mengembangkan talenta yang berkualitas di tengah persaingan industri yang semakin ketat. Perseroan menyadari bahwa keberadaan SDM yang tangguh dan unggul memegang peranan yang sangat penting guna mewujudkan visi dan misi Perseroan. Untuk itu, Perseroan senantiasa mengedepankan pendekatan *human capital* yang berarti SDM merupakan aset yang sangat berharga bagi Perseroan. Perseroan memandang bahwa SDM merupakan *partner* strategis yang harus dikelola dan dikembangkan dalam mendukung laju pertumbuhan Perseroan.

Sesuai dengan arahan strategis jangka panjang Perseroan, Divisi *Human Capital* telah menyusun konsep SDM Perseroan untuk menciptakan *Professional People* yaitu SDM yang memiliki pengetahuan dan keterampilan untuk melakukan peran spesifik mereka dengan tujuan pertumbuhan dan keberlanjutan Perseroan yang selaras dengan visi dan tujuan bisnis Perseroan. Untuk mewujudkan hal tersebut, pada tahun 2020, Perseroan melalui Divisi Human Capital Perseroan telah menyusun strategi pengelolaan SDM sebagai berikut:

1. Membentuk *Multi Talented Employee*
2. Membangun budaya kinerja tinggi
3. Otomasi pengelolaan SDM Perseroan

#### JUMLAH DAN PRODUKTIVITAS SDM

Per 31 Desember 2020, jumlah SDM Perseroan tercatat mencapai 1.266 Pekerja, mengalami penurunan 6,2% dibandingkan jumlah SDM Perseroan per 31 Desember 2019 yang sebanyak 1.349 Pekerja. Dinamika jumlah SDM mengikuti proyek yang dikelola oleh Perseroan, sehingga jumlah SDM mengalami fluktuasi sesuai dengan kebutuhan proyek. Perbedaan jumlah SDM tahun 2020 di banding tahun 2019 yang mengalami penurunan belum tentu berbanding searah dengan penurunan proyek yang dikelola.

Human Resources (HR) is one of the important factors in supporting the sustainability of the Company. The Company continues to carry out a proper and sustainable HR management in developing quality talents amid increasingly fierce industrial competition. The Company realizes that the strong and excellent human resources holds a very significant role in realizing the Company's vision and mission. Therefore, the Company always prioritizes the human capital approach, which means that HR is a very valuable asset for the Company. The Company believes that HR is a strategic partner that must be managed and developed to support the Company's growth.

Following the Company's long-term strategic plan, the Human Capital Division has formulated the Company's HR concept to create Professional People, HR who have the adequate knowledge and skills to carry out their specific roles with the objectives of the Company's growth and sustainability in line with the Company's vision and business goals. Therefore, in 2020, the Company through the Human Capital Division of the Company has formulated an HR management strategy as follows:

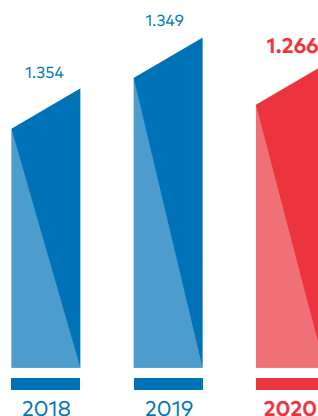
1. Established a Multi Talented Employee
2. Build a high-performance culture
3. Automation of the Company's HR management

#### NUMBER AND PRODUCTIVITY OF HR

As of December 31, 2020, total employees of the Company was recorded at 1,266 employees, decreased by 6.2% compared to the total employees as of December 31, 2019, which amounted to 1,349 employees. The difference of the number of human resources following the the Company's projects, so that the number of human resources fluctuates according to project needs. The difference in the number of human resources in 2020 compared to 2019 which has decreased is not necessarily in line with the decrease in managed projects.



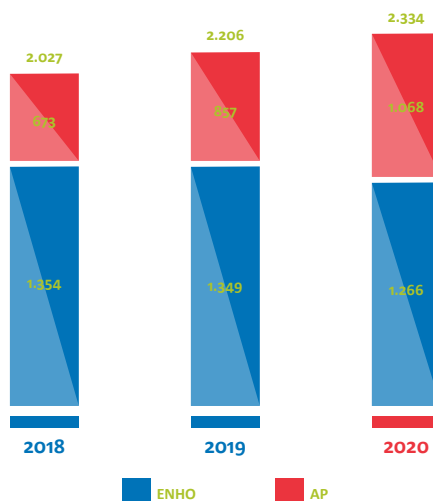
**Pergerakan Jumlah SDM Perseroan dalam 3 (Tiga) Tahun Terakhir 2018-2020**  
 Movement of the Company's Employees in the Last 3 (Three) Years 2018-2020



Sementara, total jumlah SDM Perseroan dan entitas anak Perseroan per 31 Desember 2020 mencapai 2.334 orang, dengan jumlah SDM entitas anak Perseroan sebanyak 1.068 orang. Jumlah SDM Perseroan dan entitas anak di tahun 2019 tercatat meningkat 1,9%, di banding tahun 2019 yang mencapai 2.206 orang.

Meanwhile, total employees of the Company and its subsidiaries as of December 31, 2020 reached 2,334 people, with the total employees of the Company's subsidiaries amounted to 1,068 people. Total employees of the Company and its subsidiaries in 2019 was increased by 1.9%, compared to 2019 which reached 2,206 people.

**Pergerakan Jumlah SDM Perseroan dan Entias Anak dalam 3 (Tiga) Tahun Terakhir 2018-2020**  
 Movement of the Company & Subsidiaries' Employees in the Last 3 (Three) Years 2018-2020



Adapun tingkat produktivitas SDM yang dihitung berdasarkan *Revenue*, Laba Operasi dan Laba Bersih dibandingkan dengan jumlah SDM secara konsolidasi selama 3 (tiga) tahun terakhir adalah sebagaimana terlampir di bawah ini:

The HR productivity level calculated based on Revenue, Operating Profit, and Net Profit compared to the total employees on a consolidated basis for the last 3 (three) years as shown below:

### Tingkat Produktivitas SDM 2018-2020

Human Resources Productivity Rate 2018-2020

Uraian Description	Produktivitas Productivity			Pertumbuhan Growth		
	(Rp-juta) (Rp-million)			(%)		
	2020	2019	2018	2020	2019	2018
Revenue per Jumlah SDM Revenue per Number of HR	3.311	3.656	3.269	-9,4%	16,2%	16,0%
Laba Operasi per Jumlah SDM Operating Income per Number of HR	189	233	188	-18,9%	28,6%	-3,6%
Laba Bersih per Jumlah SDM Net Income per Number of HR	107	156	136	-31,6%	13,9%	5,2%

Secara umum, produktivitas SDM Perseroan mengalami peningkatan selama 3 (tiga) tahun terakhir. Ditinjau dari sisi *Revenue* per Jumlah SDM, tingkat produktivitas *Revenue* Per SDM pada tahun 2020 mengalami Penurunan, yaitu sebesar -9,4%. Sedangkan dari segi Laba Bersih per Jumlah SDM, tingkat produktivitas SDM mengalami penurunan yaitu sebesar -33,3%. Ini terjadi karena adanya penurunan di sisi Pencapaian Perseroan akibat adanya Pandemi yang terjadi mulai bulan Februari 2020 sampai saat ini. Tapi meskipun terjadi penurunan, Perseroan masih mencatatkan hasil yang positif di akhir tahun 2020.

## PROFIL DAN KOMPOSISI SDM

Jumlah dan komposisi SDM Perseroan telah sesuai dengan strategi dan kebutuhan bisnis Perseroan berdasarkan arahan Pemegang Saham. Seiring dengan berbagai tantangan dan perkembangan bisnis saat ini, Perseroan melakukan beberapa penguatan dalam pengelolaan SDM agar lebih efektif dan efisien guna menciptakan SDM unggul agar dapat beradaptasi dengan perkembangan lingkungan bisnis yang kerap berubah. Di mana Perseroan terus berupaya memperkuat komposisi SDM sesuai dengan kebutuhan dan perkembangan bisnis saat ini.

Berikut uraian terkait profil komposisi SDM Perseroan dalam 3 (tiga) tahun terakhir, berdasarkan jenjang jabatan, *core function*, status kepegawaian, tingkat pendidikan, rentang usia, generasi usia, dan gender atau jenis kelamin.

In general, the productivity of the Company's human resources has increased in the last 3 (three) years. In terms of *Revenue* per Total Employees, the productivity level of *Revenue* per HR in 2020 has decreased by -9.4%. Meanwhile, in terms of Net Income per Total Employees, the productivity level of human resources has decreased by -33.3%. This was due to a decline in the Company's Achievements due to the Pandemic from February 2020 to the present. But despite the decline, the Company still recorded positive results at the end of 2020.

## HR PROFILE AND COMPOSITION

The number and composition of the Company's human resources are following the strategy and business needs of the Company based on the direction of the Shareholders. Along with various challenges and current business developments, the Company has prepared several strengthening strategy in HR management to be more effective and efficient to create excellent human resources to be able to adapt to the changing business environment. The Company continues to strive to strengthen the composition of its human resources following the current business needs and developments.

The following is a description regarding the profile of the Company's HR composition in the last 3 (three) years, based on position level, *core function*, employment status, education level, age range, age generation, and gender.

**Komposisi SDM Berdasarkan Jenjang Jabatan (orang)**  
HR Composition Based on Position (person)

No.	Jenjang Jabatan Position Level	2020		2019		2018	
		Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)
1	Direktur Director	4	0,3%	4	0,3%	5	0,4%
2	Vice President & Fungsional Setara Vice President & Equivalent	15	1,2%	18	1,3%	20	1,5%
3	Senior Manager & Fungsional Setara Senior Manager & Equivalent	28	2,2%	29	2,1%	27	2,0%
4	Manager & Fungsional Setara Manager & Equivalent	138	10,9%	122	9,0%	84	6,2%
5	Junior Manager & Fungsional Setara Junior Manager & Equivalent	228	18,0%	236	17,5%	301	22,2%
6	Supervisor Supervisor	333	26,3%	348	25,8%	305	22,5%
7	Staff Staff	520	41,1%	592	43,9%	612	45,2%
<b>Total</b>		<b>1.266</b>	<b>100,0%</b>	<b>1.349</b>	<b>100,0%</b>	<b>1.354</b>	<b>100,0%</b>

Perseroan dapat menjaga komposisi Pekerja secara jumlah disetiap jenjang jabatan, hal ini ditunjukkan mayoritas pekerja berada pada level staff dan *supervisor* atau dikatakan berbentuk piramida. Sehingga dalam hal ini Perseroan berhasil dalam menjaga efektivitas organisasi.

The Company can maintain the composition of total employees at each level of position, this is indicated by the majority of employees at the staff and supervisor level or formed in a pyramid shape. In this case the Company succeeded in maintaining organization effectiveness.

**Komposisi SDM Berdasarkan Core Function (orang)**  
HR Composition Based on Core Functions (person)

No.	Core Function	2020		2019		2018	
		Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)
1	Operasi Operation	1.054	83,3%	1.140	84,5%	1.033	76,3%
2	Shared Service	212	16,7%	209	15,5%	321	23,7%
<b>Total</b>		<b>1.266</b>	<b>100,0%</b>	<b>1.349</b>	<b>100,0%</b>	<b>1.354</b>	<b>100,0%</b>

Perseroan memfokuskan kegiatan operasi untuk mendukung penyelesaian proyek-proyek dari *customer* Perseroan dan mengatur komposisi *support function* lebih kecil daripada *core function* melalui dukungan digital transformasi yang dilakukan secara berkesinambungan. Hal ini dibuktikan dengan Perseroan mendapatkan penghargaan Bisnis Indonesia Award 2020 for the category of public companies engaged in the oil and gas mining

The Company focuses on operating activities to support the completion of projects from the Company's customers and arranges the composition of the support function to be smaller than the core function through continuous digital transformation support. This is proven by the Company obtained the Business Indonesia Award 2020 for the category of public companies engaged in the oil and gas mining sector, Asia Sustainability Reporting Rating 2020 in

sector, Asia Sustainability Reporting Rating 2020 kategori Bronze dan Top Digital Public Relation Award (Top Digital PR Award) 2020. Keberhasilan Perseroan menjaga komposisi ini menunjukkan efektivitas pengembangan bisnis dan optimalisasi biaya operasional Perseroan dari sisi biaya SDM.

the Bronze category, and Top Digital Public Relations Award (Top Digital PR Award) 2020. The Company's achievement in maintaining this composition shows the effectiveness of business development and optimization of the Company's operational costs in terms of HR costs.

#### Komposisi SDM Berdasarkan Status Kepegawaian (orang) HR Composition Based on Employment Status (person)

No.	Status Kepegawaian Employment Status	2020		2019		2018	
		Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)
1	Kontrak Contract	317	25,0%	382	28,3%	390	28,8%
2	Tetap Permanent	949	75,0%	967	71,7%	964	71,2%
<b>Total</b>		<b>1.266</b>	<b>100,0%</b>	<b>1.349</b>	<b>100,0%</b>	<b>1.354</b>	<b>100,0%</b>

Komposisi SDM berdasarkan status kepegawaian tahun 2020 dan 2019 relatif tidak mengalami perubahan, yaitu Pekerja tetap di angka 75% dan kontrak 25%. Perseroan berhasil menjaga komposisi sesuai dengan nature bisnis Perseroan yang didominasi *project based*.

The composition of HR based on employment status in 2020 and 2019 has remained relatively unchanged, permanent employees at the level of 75% and contract employees at the level of 25%. The Company has succeeded in maintaining the composition according to the nature of the Company's business which is dominated by project based.

#### Komposisi SDM Berdasarkan Tingkat Pendidikan (orang) Composition of Human Resources Based on Education Level (person)

No.	Tingkat Pendidikan Level of Education	2020		2019		2018	
		Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)
1	>= Strata 2 (S2) > = Master	99	7,8%	103	7,6%	97	7,2%
2	Strata 1 (S1) Bachelor	801	63,3%	836	62,0%	731	54,0%
3	Diploma	110	8,7%	114	8,5%	113	8,3%
4	<= SMA <= High School	256	20,2%	296	21,9%	413	30,5%
<b>Total</b>		<b>1.266</b>	<b>100,0%</b>	<b>1.349</b>	<b>100,0%</b>	<b>1.354</b>	<b>100,0%</b>

Menjawab tuntutan bisnis dan operasi maka diperlukan tenaga kerja yang memiliki skill yang matang berdasarkan tingkat pendidikannya, sehingga di tahun 2020 Perseoran tidak banyak merekrut pekerja dengan latar belakang Pendidikan SMA karena tuntutan bisnis dan operasi harus di dukung oleh pekerja dengan kapabilitas minimal Diploma. Dengan pertumbuhan komposisi SDM

In responding to the demands of business and operations, it requires the employees who has mature skills based on their level of education, in 2020 the company does not recruited many employees with a high school education background because the demands of business and operations must be supported by employees with minimum education of diploma. With the higher growth in the

yang lebih tinggi di tingkat pendidikan S2 maupun S1 menunjukkan kompleksitas bisnis Perseroan yang makin meningkat.

composition of human resources at the Master and Bachelor degree levels, it shows that the Company's business complexity was increased.

**Komposisi SDM Berdasarkan Rentang Usia (orang)**  
HR Composition Based on Age Range (person)

No.	Rentang Usia Age Range	2020		2019		2018	
		Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)
1	<20	0	0,0%	0	0,0%	0	0,0%
2	21-25	41	3,2%	52	3,9%	15	1,1%
3	26-30	161	12,7%	217	16,1%	219	16,2%
4	31-35	299	23,6%	312	23,1%	323	23,9%
5	36-40	290	22,9%	277	20,5%	270	19,9%
6	41-45	185	14,6%	191	14,2%	223	16,5%
7	46-50	157	12,4%	161	11,9%	171	12,6%
8	51-55	126	10,0%	120	8,9%	112	8,3%
9	>55	7	0,6%	19	1,4%	21	1,6%
<b>Total</b>		<b>1.266</b>	<b>100,0%</b>	<b>1.349</b>	<b>100,0%</b>	<b>1.354</b>	<b>100,0%</b>

Ditinjau dari usia Pekerja, sampai dengan tahun 2020 mayoritas Pekerja berada pada usia produktif yaitu usia 26 – 45 tahun. Kondisi ini secara berkelanjutan diharapkan dapat menjadi pendorong produktifitas Perseroan.

In terms of the employees age, until 2020 the majority of employees are in the productive age, around the age of 26 - 45 years old. This condition is expected to be able to boost the productivity of the Company sustainably.

**Komposisi SDM Berdasarkan Generasi Usia (orang)**  
HR Composition Based on Age Generation (person)

No.	Generasi Usia Age Generation	2020		2019		2018	
		Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)
1	GEN Z (Born 1995 - 2012)	41	3,2%	34	2,5%	5	0,4%
2	GEN Y (Born 1982 - 1995)	700	55,3%	736	54,6%	689	50,9%
3	GEN X (Born 1965 - 1981)	518	40,9%	542	40,2%	601	44,4%
4	Baby Boomers (Born 1946 - 1964)	7	0,6%	37	2,7%	59	4,4%
<b>Total</b>		<b>1.266</b>	<b>100,0%</b>	<b>1.349</b>	<b>100,0%</b>	<b>1.354</b>	<b>100,0%</b>

Komposisi Gen Y yang mayoritas mengharuskan Perseroan menciptakan budaya organisasi yang kuat, dengan menyediakan *Work Life Balance Program* dan sarana untuk mengeluarkan kemampuan yang terkait teknologi, ide dan inovasi sehingga mereka dapat dioptimalkan. Hal ini dibuktikan dengan beberapa pekerja Gen Y sudah menduduki posisi kunci (3 dari 20 posisi *BOD-1*). Selain itu Perseroan juga telah menyediakan program *Corporate Innovation Incubator (AGNI)* untuk mewadahi Gen Y mengekspresikan ide-ide kreatif dan inovatif.

The majority of Gen Y composition requires the Company to create a strong organizational culture, by providing a *Work Life Balance Program* and a platform to perform capabilities related to technology, ideas, and innovations optimized their capabilities. This is proven by the fact that several Gen Y employees holds key positions (3 of 20 *BOD-1* positions). Besides, the Company has also provided a *Corporate Innovation Incubator (AGNI)* program to accommodate Gen Y to express creative and innovative ideas.

**Komposisi SDM Berdasarkan Gender/Jenis Kelamin (orang)**  
Composition of HR based on Gender (person)

No.	Jenis Kelamin Gender	2020		2019		2018	
		Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)
1	Laki – Laki Male	1.114	88,0%	1.212	89,8%	1.238	91,4%
2	Perempuan Female	152	12,0%	137	10,2%	116	8,6%
<b>Total</b>		<b>1.266</b>	<b>100,0%</b>	<b>1.349</b>	<b>100,0%</b>	<b>1.354</b>	<b>100,0%</b>

Perseroan telah memiliki inisiatif untuk mengimplementasikan kesetaraan gender dan pemberdayaan perempuan di tempat kerja. Hal itu diwujudkan dengan adanya peningkatan komposisi perempuan di jajaran manajemen (2 dari 20 BOD-1). Selain itu, beberapa pekerjaan operasional sudah dapat dilakukan oleh pekerja perempuan karena didukung oleh pengembangan teknologi.

## STRATEGI PENGELOLAAN DAN PENGEMBANGAN SDM

Pengelolaan SDM di lingkungan Perseroan dilakukan sesuai dengan Road Map & Programs di Divisi SDM, yang difokuskan pada area Organization & Development, Talent Management, Compensation & Benefit, Human Resource Management Services, Human Capital System dan Industrial Relation.

Menjawab tantangan bisnis tahun 2020, Perseroan mencanangkan beberapa strategi pengembangan SDM yang mendukung strategi utama Perseroan di tahun 2020 yaitu sebagai berikut:

1. Membangun organisasi yang efektif mendukung goals perusahaan
2. Membangun kapabilitas SDM *excellent* yang mendukung bisnis eksisting dan rencana bisnis Perseroan
3. Otomasi proses pengelolaan SDM Perseroan

Diharapkan dengan pelaksanaan strategi SDM tersebut, SDM Perseroan dapat menjadi penyokong utama atas keberhasilan Perseroan dalam mempertahankan dan meningkatkan bisnisnya di tahun-tahun yang akan datang. Beberapa program pengelolaan SDM berdasarkan strategi SDM 2020 yang telah diimplementasikan adalah sebagai berikut:

The Company has initiated to implement gender equality and women empowerment in the workplace. This is realized by an increase in the composition of women in management (2 of 20 BOD-1). Besides, several operational jobs can be carried out by female workers supported by technology development.

## HR MANAGEMENT AND DEVELOPMENT STRATEGY

HR management within the Company is carried out under the Road Map & Programs in the HR Division, which is focused on the Organization & Development, Talent Management, Compensation & Benefits, Human Resource Management Services, Human Capital System, and Industrial Relations.

In responding to the 2020 business challenges, the Company has launched several HR development strategies that support the Company's main strategy in 2020, which are as follows:

1. Establish an effective organization that supports the company's goals
2. Create excellent HR capabilities that support the existing business and the Company's business plans
3. Automation of the Company's HR management processes

Through the implementation of these HR strategies, the Company expected that human resources may become the main support for the Company's success in maintaining and improving its business in the following years. Several HR management programs based on the 2020 HR strategies implementation are as follows:

## ORGANIZATION & DEVELOPMENT

Proses-proses yang menjadi bagian yang tidak terpisahkan dari pengelolaan organisasi dan pengembangan SDM antara lain:

### Organisasi

Penyusunan dan perubahan organisasi di beberapa fungsi di Perseroan merupakan salah satu konsekuensi dari perubahan yang dilakukan dalam mencapai kinerja Perusahaan yang optimal dan mendukung strategi bisnis yang telah dicanangkan. Perubahan tersebut ditujukan agar organisasi mampu menyesuaikan diri dengan cepat dan sefleksibel mungkin agar efektif mendukung kebutuhan bisnis perusahaan saat ini dan yang akan datang.

### Manpower Planning

Seiring dengan perkembangan bisnis global dan dalam usaha membentuk Elnusa grup menjadi sebuah identitas korporasi, maka diperlukan langkah-langkah komprehensif yang salah satunya adalah membuat perencanaan tenaga kerja menjadi lebih terintegrasi di Perseroan. Perencanaan tenaga kerja secara terintegrasi di Perseroan akan mendukung pencapaian target bisnis korporasi.

Jumlah Kebutuhan Pekerja dianalisis berdasarkan Strategi Manpower Planning For Sustainability and Growth.

Manpower Planning	2018	2019	2020
Sustainability	7	15	18
Growth for New Business	42	85	99
Growth Based on Project	336	544	598
<b>Total</b>	<b>385</b>	<b>644</b>	<b>715</b>

Selain *Manpower Planning for Sustainability and Growth*, Perseroan juga melakukan pengelolaan *manpower* untuk mengisi struktur organisasi eksisting dan mengelola prosentase posisi *vacant* (maksimal 10%).

### Recruitment Management

Dalam rangka menyiapkan SDM yang dibutuhkan untuk menunjang pertumbuhan organisasi dalam mencapai visi dan misi, Perseroan melakukan kajian terkait rencana kebutuhan SDM dengan mempertimbangkan arah pengembangan bisnis jangka panjang, produktivitas, kapasitas dan kapabilitas. Proses rekrutmen dilaksanakan

## ORGANIZATION & DEVELOPMENT

The integrated processes of organizational management and HR development, including:

### Organization

Organization arrangements and changes in several functions in the Company are one of the consequences of the changes made in achieving optimal performance and supporting the business strategy that has been planned. These changes are aimed to encourage the organization to be able to adjust quickly and flexibly to effectively support the current and future business needs of the company.

### Manpower Planning

Along with the development of global business and in the effort to form the Elnusa group into a corporate identity, comprehensive steps are needed, one of which is to make workforce planning more integrated in the Company. Integrated workforce planning in the Company will support the achievement of corporate business targets.

Total employee needs analyzed based on the Manpower Planning For Sustainability and Growth Strategy.

Besides of Manpower Planning for Sustainability and Growth, the Company also manages manpower to fill the existing organizational structure and manage the percentage of vacant positions (maximum 10%).

### Recruitment Management

To prepare the HR needed to support the organization's growth in achieving its vision and mission, the Company conducts a study related to the HR needs by considering the direction of long-term business development, productivity, capacity, and capability. The recruitment process is carried out following the predetermined selection procedures,

sesuai prosedur seleksi yang telah ditentukan, serta dilakukan secara independen, transparan dan objektif. Perseroan memberikan kesempatan berkarir kepada masyarakat luas secara terbuka dan selektif, tanpa memandang unsur suku, agama, ras, dan *gender* atau jenis kelamin.

Sepanjang tahun 2020, Perseroan melakukan rekrutmen SDM sebanyak 120 orang. Angka tersebut menurun sebesar 69% di banding tahun 2019 yang sebesar 386 orang.

Pada periode 2020, Perseroan melakukan penerimaan SDM baru untuk memenuhi kebutuhan kegiatan usaha Perseroan dengan rincian sebagai berikut:

and is carried out independently, transparently, and objectively. The Company provides career opportunities to the wider community openly and selectively, regardless of ethnicity, religious, racial and gender.

Throughout 2020, the Company recruited 120 employees. Decreased by 69% compared to 2019 which amounted to 386 people.

In 2020, the Company recruits new HR to meet the needs of the Company's business activities with the following details:

Uraian Description	Jumlah
SDM 2019 HR in 2019	1.349
Pekerja yang direkrut di 2020 Employees recruited in 2020	120
SDM yang Berakhirnya Hubungan Kerja: HR Expiration of Work Relationships:	(221)
<ul style="list-style-type: none"> <li>Pensiun / Meninggal Retired/Passed Away</li> </ul>	25
<ul style="list-style-type: none"> <li>Atas Permintaan Sendiri Resign</li> </ul>	37
<ul style="list-style-type: none"> <li>Berakhir Kontrak Contract Expires</li> </ul>	159
<b>Total SDM Akhir Tahun 2020</b> Total Employees at the End of 2020	<b>1.266</b>

## TALENT MANAGEMENT

Kebijakan pengelolaan Talent Perseroan diarahkan untuk menyediakan SDM yang memiliki kemampuan di beberapa bidang (multi skill). Upaya ini juga merupakan inisiasi Perseroan untuk mempersiapkan SDM unggul yang mampu beradaptasi dengan dinamika perkembangan bisnis yang kerap berubah. Sistem pengembangan SDM berbasis Talent Management ini dilakukan agar dapat mendukung kegiatan operasi Perseroan sekaligus menjaga kesinambungan bisnis Perseroan. Program pengembangan SDM dilakukan dengan metode Blended Learning yaitu kombinasi antara metode pembelajaran mandiri, *coaching & mentoring*, serta pembelajaran melalui penugasan. Beberapa program pengembangan SDM yang telah dilakukan pada tahun 2020 adalah sebagai berikut:

## TALENT MANAGEMENT

The Company's Talent management policy is directed to providing multi-skill human resources. This is also the Company initiative to prepare excellent human resources who are able to adapt to the dynamics of changing business developments. This Talent Management-based HR development system is carried out to support the Company's operations while maintaining the Company's business continuity. The HR development program is carried out using the Blended Learning method, which is a combination of independent learning methods, coaching & mentoring, and learning through assignments. Some of the HR development programs that have been carried out in 2020 are as follows:



### Successor Planning

Strategi dan rencana untuk mendapatkan calon pemimpin Perseroan dilakukan secara komprehensif melalui pengembangan potensi, talenta dan kemampuan yang dimiliki oleh pekerja yang termasuk dalam *Talent Pool*. Setiap posisi kunci harus memiliki setidaknya 3 (tiga) *Successor List* yang dipilih melalui proses *Talent Management* yang komprehensif. Fungsi SDM bertanggung jawab untuk membantu memfasilitasi para *successor* untuk mengembangkan segala kemampuan terkait *career success factor* (*Soft Competency, Technical Competency, Exposure dan Character*). Ditahun 2020, ketersediaan suksesor atas posisi kunci mencapai 100% dan seluruh posisi kunci diisi oleh successor yang telah ditetapkan berdasarkan prosentase tingkat kesesuaiannya talent dengan *career success factor* jabatan yang diproyeksikan.

### Pengelolaan Kompetensi

Sejalan dengan perkembangan dan tuntutan bisnis, Perseroan selalu berupaya memastikan pengelolaan dan pengembangan Sumber Daya Manusia (SDM) berbasis kompetensi yang sejalan dengan visi, misi dan strategi Perseroan.

Pengelolaan SDM berbasis kompetensi di Perseroan tidak hanya mencakup kompetensi teknis tetapi juga kompetensi perilaku, profil kareakteristik kepribadian dan eksposur tugas yang ditujukan untuk memastikan tersedianya Sumber Daya Manusia (SDM) yang mampu bersaing. Dalam hal kompetensi teknis, Perseroan telah melakukan identifikasi kamus kompetensi teknis, kebutuhan kompetensi jabatan (KKJ), serta mengembangkan skema pengukuran kompetensi teknis pekerja pada tahun 2020. Beberapa metode pengukuran technical competency yang telah dilakukan seperti metode presentasi, pengamatan perilaku di tempat kerja, sertifikasi maupun jalur pendidikan lanjutan (S2 dan S3).

Sedangkan dalam hal *behavior competency*, Perseroan juga telah melakukan pengukuran kompetensi pekerja secara bertahap dengan menggunakan beberapa pendekatan antara lain *self assessment, panel assessment* dan *assessment center*. Hasil pengukuran kompetensi akan digunakan sebagai bagian dari acuan dalam pembinaan pekerja. Pengelolaan *behaviour competency* di Perseroan mengacu pada ketentuan *behaviour competency* yang berlaku di Kementerian BUMN yang dibagi berdasarkan kategori level Pekerja:

### Successor Planning

Strategies and plans to acquire prospective leaders of the Company are carried out comprehensively by developing the potential, talents, and abilities of the employees included in the Talent Pool. Each key position must have at least 3 (three) Successor Lists selected through a comprehensive Talent Management process. The HR function is responsible to facilitate successors to develop all abilities related to career success factors (*Soft Competency, Technical Competency, Exposure, and Character*). In 2020, the availability of successors for key positions reached 100% and all key positions are filled by successors who have been assigned based on the percentage level of suitability of talent with the projected career success factor of the position.

### Competence Management

In line with the development and business demands, the Company always strives to ensure competency-based management and development of Human Resources (HR) that is in line with the Company's vision, mission, and strategy.

Competency-based HR management in the Company includes not only technical competences but also behavioral competencies, personality characteristics profiles, and job exposures to ensure the availability of competitive Human Resources (HR). In terms of technical competence, the Company has identified a technical competency dictionary, job competency requirements (KKJ), and developed a technical competency measurement scheme for employees in 2020. Several measuring methods of technical competency have been implemented such as presentation methods, behavioral observation in the workplace, certification, and advanced education (Master and Doctoral).

Meanwhile, in terms of behavioral competency, the Company has measured employees competency gradually using several approaches, including self-assessment, assessment panel, and assessment center. The results of competency measurement will be used as the reference in the employees coaching. Behavior competency management in the Company refers to the behavior competency provisions applied in the Ministry of SOE which are divided based on worker level categories of:

1. *Operational Leader Assessment Survey*
2. *Strategic Leader Assessment Survey*

Hampir seluruh Pekerja di Perseroan telah memiliki hasil pengukuran behaviour competency sesuai dengan levelnya masing-masing.

### Talent Mapping

Pemetaan pekerja bertalenta dilakukan dengan mengidentifikasi Pekerja di Perseroan ke dalam *Talent Matriks*, yang mengacu pada kompetensi, kinerja, aspirasi serta karakter Pekerja. Pemetaan ini berguna untuk memastikan *Talent* dapat ditempatkan sesuai dengan strategi bisnis Perseroan, serta memastikan program pengembangan sesuai dengan kebutuhan spesifik yang telah diidentifikasi, sehingga pengembangan Pekerja menjadi lebih fokus dan efisien. Selama tahun 2020 fungsi *Human Capital* telah melakukan pemetaan *Talent Pool* sebanyak 433 Pekerja dari 1.266 total Pekerja, yang dikelompokkan dalam kategori:

1. *High Flyer*
2. *High Performer*
3. *High Potential*
4. *Key Performer*

### Elnusa Multitalent Development Program (EMDP)

Kondisi eksternal bisnis Perseroan selama tahun 2020 yang sangat berat, mengharuskan kapasitas SDM Perseroan mampu menjawab tantangan yang terjadi, terlebih para leader perusahaan. Untuk menjawab tantangan tersebut, maka Perseroan melakukan upaya dalam mempersiapkan SDM perusahaan melalui suatu program pengembangan kapasitas SDM secara komprehensif, khususnya bagi para perusahaan dengan tujuan sebagai berikut:

1. Mempersiapkan kapasitas leader Elnusa untuk menghadapi tantangan ke depan
2. Menciptakan leader-leader multitalent baru untuk dapat menduduki Critical Position dengan konsep DikDuk
3. Mempercepat realisasi Strategic Initiatives yang mensupport langsung strategi perusahaan

Elnusa Multitalent Development Program (EMDP) adalah program pengembangan kompetensi pekerja menjadi Multi Talented People untuk menghadapi tantangan bisnis (VUCA) dalam rangka mencapai visi perusahaan menjadi Perusahaan Jasa Energi Terkemuka yang Memberikan Solusi Total". Target peserta dalam Program EMDP adalah Vice President, General Manager/Senior Manager, Direktur Anak Perusahaan, Manager, serta suksesor jabatan-

1. *Operational Leader Assessment Survey*
2. *Strategic Leader Assessment Survey*

Almost all employees in the Company have the measurement result of the behavior competency according to their respective levels.

### Talent Mapping

Talent employee mapping is carried out by identifying employees in the Company into a Talent Matrix, which refers to the employee's competence, performance, aspirations, and character. This is useful for ensuring that Talents can be placed based on the Company's business strategy, and also ensuring that development programs are in line with identified specific needs, so that employee development becomes more focused and efficient. Throughout 2020 the Human Capital function has conducted a Talent Pool mapping of 433 employees of 1,266 total employees, which are grouped into the following categories:

1. High Flyer
2. High Performer
3. High Potential
4. Key Performer

### Elnusa Multitalent Development Program (EMDP)

The external conditions of the Company's business during 2020 were very tough, requiring the capacity of the Company human resources to be able to answer the challenges, especially the Company leaders. To answer these challenges, the Company strives to prepare the company's HR through a comprehensive HR capacity development program, especially for companies with the following objectives:

1. Prepare the capacity of Elnusa's leaders to overcome the future challenges
2. Creating new multitalent leaders to be able to occupy a Critical Position with. the concept of DikDuk
3. Accelerate the realization of Strategic Initiatives that directly support corporate strategy

Elnusa Multitalent Development Program (EMDP) is a competency development program for employees to become a Multi Talented People to face business challenges (VUCA) to achieve the company's vision of becoming a Reputable Energy Services Company by Providing Total Solutions". The target participants in the EMDP Program are Vice Presidents, General Managers/Senior Managers, Director of Subsidiaries, Managers, and successors of critical positions in

jabatan kritikal di Perusahaan dengan jumlah + 120 (seratus dua puluh) orang. Peserta program akan dibagi dalam 2 (dua) level yaitu Advanced dan Intermediate berdasarkan jenjang jabatan struktural dan level kompetensi yang akan dikembangkan.

Metode pengembangan kompetensi dilakukan dengan konsep *blended learning* (70:20:10). Aktivitas yang digunakan antara lain *workshop, individual & group coaching, sharing session with successful leader, individual & group assignment*. Pengembangan kompetensi yang menjadi fokus adalah pada aspek *behaviour competency, business & technical competencies* dan *digital competencies*.

Program ini dimulai pada akhir tahun 2020 selama 6 (enam) bulan yang terdiri dari beberapa fase besar yang disebut Leadership Forum di mana pada setiap Leadership Forum terdapat beberapa kompetensi yang menjadi fokus pengembangan. Secara berkala progres pengembangan peserta program akan dievaluasi dan di akhir keseluruhan program, para peserta akan melakukan strategic presentation yang terkait penugasannya kepada Direksi.

### Job Bidding Program

Dalam rangka memberikan kesempatan yang terbuka bagi seluruh Pekerja untuk mencapai tujuan karirnya, pada tahun 2020 Perseroan meluncurkan program Job Bidding. Job Bidding sendiri merupakan mekanisme pengisian posisi *vacant* dengan memberikan kesempatan terbuka & kompetitif bagi pekerja yang memiliki kualifikasi yang dibutuhkan untuk mengikuti proses seleksi secara transparan & objektif.

Tujuan utama program ini antara lain:

1. Mendapatkan New Leaders yang potensial dengan cepat
2. Memberikan kesempatan kepada seluruh Pekerja Perseroan menjadi Successor jabatan struktural yang *vacant*
3. Memacu akselerasi karir bagi pekerja berprestasi (*Meritocracy over Seniority*)

Proses seleksi dalam program Job Bidding dilakukan melalui 3 (tiga) tahapan yaitu seleksi administrasi, seleksi kompetensi dan wawancara panel. Selanjutnya, bagi Pekerja yang berhasil melalui seluruh tahapan dan menduduki jabatan yang dituju akan diberikan masa pra jabatan selama 6 (enam) bulan sebelum ditetapkan sebagai pejabat *definitive* atau sebaliknya.

the Company with a total of 120 (one hundred and twenty) people. The participants will be divided into 2 (two) levels, namely Advanced and Intermediate based on the structural position level and the competence level.

The competency development method is carried out through blended learning concept (70:20:10). Activities carried out, among others workshops, individual & group coaching, sharing sessions with successful leaders, and individual & group assignments. The focus of the competency development is on the behavior competency, business & technical competency, and digital competency aspects.

This program started at the end of 2020 for 6 (six) months which consists of several major phases called the Leadership Forum where at each Leadership Forum there are several competencies that are the focus of development. Periodically the progress of the participants will be evaluated and at the end of the entire program, the participants will submit a strategic presentation related to their assignment to the Board of Directors.

### Job Bidding Program

To provide open opportunities for all employees to achieve their career goals, in 2020 the Company launched a Job Bidding program. Job Bidding is a mechanism for filling vacant positions by providing open & competitive opportunities for employees who have the qualifications needed to participate in a transparent & objective selection process.

The main objectives of this program are as follows:

1. Get potential New Leaders quickly,
2. Provide opportunities for all employees to become Successor of vacant structural positions,
3. Encourage career acceleration for outstanding employees (*Meritocracy over Seniority*)

The selection process in the Job Bidding program is carried out in 3 (three) stages, namely administrative selection, competency selection, and panel interviews. Then, the employees who has successfully passed all stages and occupied the intended position will get a pre-service period of 6 (six) months before being appointed as a definitive official or vice versa.

### Elnusa Academy

Selama tahun 2020, Perseroan menyelenggarakan 5 (lima) Program *Elnusa Academy* untuk peningkatan kompetensi teknis melalui metode *blended learning* (10% in class training, 20% coaching mentoring dan 70% assignment), yaitu:

#### Mud School Academy

*Mud School Academy* merupakan program pengembangan kompetensi project dan prospek bisnis di divisi *Oilfield Services* (OFS) terutama pada bisnis *Drilling Fuid*. Pada tahun 2020 *Mud School Academy* ini dilaksanakan dengan jumlah peserta sebanyak 33 Pekerja pada posisi jabatan Mud Engineer.

#### Marketing Academy

*Marketing Academy* merupakan program pengembangan kompetensi bagi pekerja di Divisi *Marketing* dalam rangka mengantisipasi tuntutan bisnis perusahaan ke depan, menyiapkan tenaga kerja yang ahli dan terampil agar meningkatkan mutu hasil kerja serta menyiapkan program akselerasi dalam pembinaan karir pekerja di Divisi *Marketing*. Pada tahun 2020 *Marketing Academy* dilaksanakan dengan jumlah peserta sebanyak 39 orang.

#### Seismologist Academy

*Seismologist Academy* merupakan program pengembangan kompetensi bagi pekerja di unit Seismologist – Divisi Geoscience and Reservoir Services (GRS) dalam rangka meningkatkan kompetensi dan wawasan yang difokuskan pada bahasan Ocean Bottom Nodal (OBN). Beberapa project OBN yang telah dikerjakan GRS menuntut para seismologist untuk lebih handal dalam pekerjaannya mulai dari akuisisi, processing on board, hingga QC data Nodal. Pada tahun 2020 *Seismologist Academy* dilaksanakan dengan jumlah peserta sebanyak 17 orang.

#### Basic Workover Academy

*Basic Workover Academy* merupakan program pengembangan kompetensi bagi pekerja di divisi *Oil Field Services* untuk mengakselerasi basic knowledge agar menunjang *excellence operation* dengan tetap mengedepankan aspek kesehatan dan keselamatan kerja. Program ini diikuti oleh 45 orang karyawan Elnusa.

#### Akademi Ahli Pengadaan Barang & Jasa

Akademi Ahli Pengadaan Barang & Jasa merupakan program pengembangan kompetensi bagi pekerja di fungsi Supply Chain Management yang bertujuan

### Elnusa Academy

Throughout 2020, the Company held 5 (five) Elnusa Academy Programs to increase technical competence through the blended learning method (10% in class training, 20% coaching mentoring, and 70% assignment), namely:

#### Mud School Academy

Mud School Academy is a project competency development program and business prospects in the Oilfield Services (OFS) division, especially in the Drilling Fuid business. In 2020 the Mud School Academy was held with 33 employees in the Mud Engineer position.

#### Marketing Academy

Marketing Academy is a competency development program for employees in the Marketing Division to anticipate future business demands of the company, prepare skilled and competent employees to improve the quality of work and prepare accelerated programs in career development for employees in the Marketing Division. In 2020 the Marketing Academy was held with 39 participants.

#### Seismologist Academy

Seismologist Academy is a competency development program for employees in the Seismologist unit - Geoscience and Reservoir Services (GRS) Division to improve competence and insight focused on the discussion of Ocean Bottom Nodal (OBN). Several OBN projects that have been undertaken by GRS require seismologists to be more reliable, starting from acquisition, processing on board, to QC data Nodal. In 2020, the Seismologist Academy was held with 17 participants.

#### Basic Workover Academy

The Basic Workover Academy is a competency development program for employees in the Oil Field Services division to accelerate basic knowledge to support excellence operations while still prioritizing occupational health and safety aspects. This program was attended by 45 Elnusa employees.

#### Goods & Services Procurement Expert Academy

The Goods & Services Procurement Expert Academy is a competency development program for employees in the Supply Chain Management function to

untuk meningkatkan standar perusahaan agar sesuai dengan Peraturan Presiden Republik Indonesia No. 16 tahun 2018 tentang Pengadaan Barang/Jasa Pasal 74 ayat 1 dan 2, yang menyatakan bahwa semua Sumber Daya Manusia Pengadaan Barang/Jasa harus memiliki kompetensi di bidang Pengadaan Barang/Jasa. Program ini diikuti oleh 35 orang karyawan Elnusa.

### Learning Program

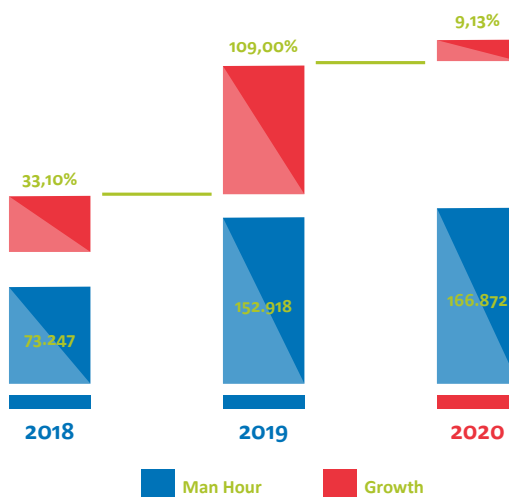
Mulai tahun 2020, Perseroan mencanangkan target rata-rata jam pembelajaran sebesar 100 jam untuk setiap Pekerja. Aktivitas pembelajaran yang dilakukan meliputi pelatihan, *sharing session*, *coaching dan mentoring*, *self study*, *mobile learning*, *leader forum*, program CIP (*Continuous Improvement Program*) dan *E-Learning*. Penyelenggaraan pengembangan kompetensi dalam bentuk pelatihan di lingkungan Perseroan dilakukan oleh *Elnusa Petroleum School (EPS)*. EPS bertanggung jawab memastikan penyelenggaraan program pelatihan dan pembelajaran, melakukan review terhadap kompetensi setelah proses pelatihan, dan memastikan adanya dokumentasi serta pemutakhiran materi *knowledge management* dalam rangka mendukung peningkatan kompetensi SDM Perseroan. Adapun jumlah jam pelatihan dan pembelajaran yang dilakukan selama periode 3 (tiga) tahun terakhir dapat dilihat dalam tabel berikut:

improve the company standards to comply with the Presidential Regulation of the Republic of Indonesia No. 16 of 2018 concerning the Procurement of Goods/ Services Article 74 paragraphs 1 and 2, which states that all Human Resources for the procurement of goods/services must have competence in the field of procurement of goods/services. This program was attended by 35 Elnusa employees.

### Learning Program

Started in 2020, the Company has set a target of an average learning hour of 100 hours for each employee. Learning activities include training, sharing sessions, coaching and mentoring, self-study, mobile learning, leader forums, the CIP program (Continuous Improvement Program) and E-Learning. The implementation of competency development in the form of training within the Company is carried out by Elnusa Petroleum School (EPS). EPS is responsible for ensuring the implementation of training and learning programs, conducting competency reviews after the training process, and ensuring that there is documentation and updating of knowledge management materials to support the improvement of the Company's HR competencies. Total hours of training and learning carried out during the last 3 (three) years can be seen in the following table:

Man Hour				Pertumbuhan Man Hour Pelatihan Man Hour Training Growth			
(jam/hour)				(%)			
2020	2019	2018	2017	2020	2019	2018	2017
166.872	152.918	73.247	55.036	9,13%	109,00%	33,1%	-19,4%



Tabel di atas menunjukkan adanya peningkatan jam pembelajaran yang signifikan karena adanya penambahan aktivitas pembelajaran yang cukup beragam.

Perseroan berkomitmen untuk terus meningkatkan nilai tambah bagi SDM yang dibuktikan dengan komitmen untuk melaksanakan pengembangan SDM secara berkelanjutan. Realisasi biaya pengembangan kompetensi SDM pada tahun 2020 tercatat sebesar Rp7,7 miliar, menurun 16% atau sebesar Rp1,5 M dibandingkan tahun 2019 yang tercatat sebesar Rp9,2 miliar. Besaran Investasi biaya pelatihan Perseroan dalam 3 (tiga) tahun terakhir adalah sebagaimana tersaji pada tabel di bawah ini.

Biaya Pelatihan Training Costs			Pertumbuhan Biaya Pelatihan Growth in Training Costs		
(Rp-Juta)   (Rp-Million)			(%)		
2020	2019	2018	2020	2019	2018
7.727	9.208	9.744	-16%	-5,5 %	122,1%

Berdasarkan table di atas, terlihat bahwa biaya pelatihan mengalami penurunan sebesar 16% jika dibandingkan dengan tahun sebelumnya. Penurunan ini disebabkan karena beberapa aktivitas pembelajaran dilakukan melalui media digital seperti *self study*, *mobile learning*, *coaching* dan *mentoring* melalui aplikasi ECMA dan *E-Learning*.

Pelatihan yang diselenggarakan oleh Perseroan, terbagi dalam beberapa jenis, yaitu sebagai berikut:

1. *Certification*, adalah pelatihan yang menjadi persyaratan (*mandatory*) dalam suatu pekerjaan yang menunjukkan bahwa pekerja mampu melakukan suatu pekerjaan sesuai standar dalam bidang tertentu.
2. *Soft Skill*, adalah pelatihan yang dilakukan untuk meningkatkan kompetensi *soft (non technical)* sesuai dengan aktivitas pekerjaan yang dilakukan.
3. *Technical*, adalah pelatihan yang dilakukan untuk meningkatkan kompetensi teknis sesuai dengan aktivitas pekerjaan yang dilakukan.
4. *General*, adalah pelatihan yang diberikan dalam rangka meningkatkan kompetensi yang berhubungan dengan industri migas maupun bidang umum lainnya diluar pelatihan *Technical & Soft Skill*.

The table above shows a significant increase in learning hours due to the addition of several learning activities.

The Company is committed to continuing to increase added value to its human resources as proven by its commitment to carry out HR development sustainably. Realization of HR competency development costs in 2020 was recorded at Rp7.7 billion, decreased by 16% or Rp1.5 billion compared to 2019 which was recorded at Rp9.2 billion. Total investment in the Company's training costs in the last 3 (three) years was presented in the following table.

Based on the table above, the training costs has decreased by 16% compared to the previous year. This decrease was due to several learning activities carried out through digital media such as self-study, mobile learning, coaching and mentoring through the ECMA and E-Learning applications.

The trainings held by the Company are divided into several types, as follows:

1. Certification, is a mandatory training that required in a position which shows that the employee is able to work according to standards in a certain field.
2. Soft Skill, is a training to improve soft (non-technical) competence in accordance with the employees' work activities.
3. Technical, is a training to improve technical competence in accordance with the employees' work activities.
4. General, is a training to improve competence related to the oil and gas industry and other general fields excluded Technical & Soft Skill training.

Data program pelatihan yang telah terselenggara dalam 3 (tiga) tahun terakhir adalah sebagaimana yang terlampir pada tabel berikut:

Data on training programs that have been carried out in the last 3 (three) years are as shown in the following table:

Jenis Pelatihan Type of Training	Man Hour			Percentage		
	(jam/hour)			(%)		
	2020	2019	2018	2020	2019	2018
<i>Certification</i>	13.386	1.985	3.016	8%	13%	44,1%
<i>Soft Skill</i>	5.229	4.708	1.683	3%	3%	2,5%
<i>Technical</i>	27.664	67.914	39.736	17%	44%	58,2%
<i>General</i>	120.593	60.446	1.668	72%	40%	2,4%
<b>Jumlah</b>	<b>166.872</b>	<b>152.918</b>	<b>73.247</b>	<b>100%</b>	<b>100,0%</b>	<b>100,0%</b>

Perseroan memberikan kesempatan yang sama bagi segenap SDM di setiap level/jenjang jabatan untuk mendapatkan program pembelajaran. Pengembangan kompetensi SDM Perseroan tidak hanya untuk level staff yang bekerja di proyek-proyek Perseroan, tetapi juga untuk seluruh SDM di setiap jenjang jabatan. Komposisi jam pembelajaran atau *man hour* pelatihan berdasarkan jenjang jabatan dalam 3 (tiga) tahun terakhir adalah sebagai berikut:

The Company provides equal opportunities for all employees at every level of position to get learning programs. The development of the Company's HR competencies is not only for the level of staff who work on the Company's projects, but also for all employees at every level of position. The composition of learning hours or training man hours based on position levels in the last 3 (three) years were as follows:

Jenjang Jabatan Position Level	Man Hour			Persentase		
	(jam/hour)			(%)		
	2020	2019	2018	2020	2019	2018
<i>Director</i>	300	245	153	0%	0,2%	0,2%
<i>Vice President</i>	2.552	1.335	269	2%	0,9%	0,4%
<i>Senior Manager</i>	4.525	3.371	1.497	3%	2,2%	2,0%
<i>Manager</i>	10.962	8.829	10.705	7%	5,8%	14,6%
<i>Junior Manager</i>	3.696	549	3.435	2%	0,4%	4,7%
<i>Supervisor</i>	6.530	5.387	16.692	4%	3,5%	22,8%
<i>Staff</i>	138.307	133.202	40.496	83%	87,1%	55,3%
<b>Jumlah</b>	<b>166.872</b>	<b>152.918</b>	<b>73.247</b>	<b>100%</b>	<b>100,0%</b>	<b>100,0%</b>

### Tugas Belajar Perseroan

Dalam upaya memastikan kapabilitas Perseroan maka dirasa penting untuk memiliki expertise/tenaga ahli yang memiliki latar belakang pendidikan yang mumpuni sesuai bidang keilmuannya. Pada tahun 2020 SDM di Perseroan pekerja dengan latar belakang pendidikan S2 sebanyak 97 Pekerja dan S3 sebanyak 2 Pekerja dari total 1.266 Pekerja. Hal ini memacu Perseroan untuk meluncurkan Program tugas belajar. Pemilihan kandidat yang dapat mengikuti program ini sangat selektif, tidak

### Company Learning Tasks

To ensure the capability of the Company, it is necessary to have expertise/experts who have a qualified educational background based on their scientific fields. In 2020, the employees of the company with a master's education background are 97 employees and 2 doctoral employees of 1,266 total employees. This has encouraged the Company to launch a Learning tasks program. The selection of candidates who can participate in this program is very selective, not only with capabilities but also

hanya yang memiliki kapabilitas tetapi juga memiliki *passion dan stress management* yang mumpuni sehingga kandidat yang nanti terpilih benar-benar dapat menyelesaikan program tepat waktu dan hasil yang memuaskan. Dari seleksi kandidat yang ada, saat ini perusahaan sedang memberikan tugas belajar kepada 2 karyawan Divisi Geoscience and Reservoir Services (GRS) untuk mengikuti Program Pendidikan S3.

### Coaching & Mentoring Program

Sebagai bagian dari pengembangan kapabilitas Pekerja, mulai tahun 2018 Perseroan sudah mulai menggalakkan program *Coaching & Mentoring* di lingkungan Perseroan dengan berbasis platform digital, yaitu ECMA Apps. ECMA dapat diakses oleh pekerja yang masih aktif di Perseroan maupun Pekerja diluar Perseroan (harus teregistrasi). Tujuannya agar semua aset pengetahuan dapat terdokumentasi dengan baik, serta dapat dengan mudah diakses oleh seluruh penggunanya sehingga kegiatan pembelajaran dapat dilakukan di mana saja dan kapan saja.

Di tahun 2020, tercatat lebih dari 130 user, lebih dari 50 aktivitas *coaching*, 180 aktivitas *mentoring* dengan lebih dari 60 expertise yang telah terkumpul dalam database sistem ECMA Apps.

### Knowledge Management System

Dalam rangka menghindari hilangnya aset pengetahuan intelektual ketika seorang pekerja meninggalkan suatu Perseroan, secara berkelanjutan sejak tahun 2017, Perseroan terus memperkuat *Knowledge Management System* untuk mendokumentasikan aset pengetahuan (*explicit dan tacit knowledge*) yang dimiliki oleh SDM Perseroan. Aset pengetahuan dimuat dalam portal *knowledge management* yang terintegrasi dengan pengelolaan aset pengetahuan yang dikelola oleh PT Pertamina (Persero).

### Sharing Session

Selain program pelatihan, EPS juga menyelenggarakan program sharing knowledge sebagai wadah pertukaran ide, pengetahuan dan informasi seputar industri *oil & gas* diantara Pekerja yang diselenggarakan setiap minggu sekali dengan topik bervariasi, antara lain berupa *problem solving*, inovasi dan *success story*. Narasumber sharing session juga dapat diisi oleh pembicara internal maupun eksternal. *Sharing session* dapat dilakukan dan diikuti oleh seluruh Pekerja di Perseroan. Pada tahun 2020, sharing session telah terselenggara sebanyak 69 sesi.

passionate and qualified stress management to find a candidates who actually able to complete the program on time and satisfying. From the existing candidate selection, the company is currently facilitate 2 employees of the Geoscience and Reservoir Services (GRS) Division to take Doctoral Degree Program.

### Coaching & Mentoring Program

As part of the improvement of employee capabilities, in 2018 the Company has started to promote the Coaching & Mentoring program within the Company through a digital platform, namely ECMA Apps. ECMA can be accessed by active employees of the Company and employees outside the Company (must be registered). The goal is to documented all knowledge assets and can be easily accessed by all users so that learning activities can be carried out anywhere and anytime.

In 2020, there were more than 130 users, more than 50 coaching activities, 180 mentoring activities with more than 60 expertise who have been collected in the ECMA Apps system database.

### Knowledge Management System

To avoid the loss of intellectual knowledge assets when an employee leaves a Company, on an ongoing basis since 2017, the Company has continued to strengthen the Knowledge Management System to document knowledge assets (explicit and tacit knowledge) owned by the Company's human resources. Knowledge assets are contained in the knowledge management portal which is integrated with the management of knowledge assets managed by PT Pertamina (Persero).

### Sharing Session

Besides of training programs, EPS also organizes a knowledge sharing program as a forum for exchanging ideas, knowledge, and information about the oil & gas industry among workers, which is held once a week with various topics, including problem solving, innovation, and success stories. Resources can also from internal and external speakers. Sharing sessions can be conducted and attended by all employees in the Company. In 2020, 69 sharing sessions were held.



Khusus untuk Direksi program sharing session dikenal dengan nama "NOBADI" (Nongkrong Bareng Direksi). Sesi ini merupakan sesi yang dikemas secara lebih informal sehingga tercipta kedekatan antara Direksi dan para Pekerja.

## PERFORMANCE MANAGEMENT SYSTEM

Dalam rangka menyelaraskan kinerja individu dengan visi, misi, strategi serta proses bisninerja antara kinerja individu dan kinerja yang berjalan, Perseroan menerapkan Sistem Pengelolaan Kinerja (SPK) yang mampu menyelaraskan a Perseroan. Pada tahun 2020 Perseroan telah berhasil melakukan *cascading* dan *alignment* KPI dari korporasi hingga ke level individu Pekerja menggunakan aplikasi Performance Management Online yang juga dapat membantu memberikan gambaran pencapaian kinerja Pekerja dan Perseroan secara *real time*. Secara umum, proses dalam Sistem Pengelolaan Kinerja (SPK) Perseroan adalah sebagai berikut:

1. Perencanaan Kinerja  
KPI Perseroan (level korporasi) ditetapkan dan ditandatangani oleh seluruh Direksi, di awal tahun. KPI tersebut menjadi dasar proses *cascading* KPI ke seluruh unit bisnis sampai level individu, baik di Perseroan maupun di Anak Perseroan.
2. Monitoring Kinerja  
Monitoring atas kinerja Perseroan di level korporasi dan unit bisnis serta Anak Perseroan dilakukan menggunakan aplikasi Performance Management Online, yaitu suatu sistem monitoring pencapaian kinerja berbasis *web* dan *apps* yang berisi KPI Perseroan. *Update* data pencapaian indikator kinerja pada *Dashboard* KPI dilakukan setiap saat sehingga dapat dimonitor secara *real time*.
3. Penilaian Kinerja  
Penilaian Kinerja Perseroan di level korporasi dan unit bisnis serta Anak Perseroan dilakukan menggunakan aplikasi Performance Management Online yang secara otomatis menampilkan hasil pencapaian KPI serta penilaian kompetensi pekerja yang dilakukan menggunakan metode 360 feedback. Metode 360 Feedback merupakan penilaian yang melibatkan pihak-pihak yang memiliki hubungan kerja langsung dengan Pekerja untuk memberikan penilaian antara lain yaitu: pekerja, atasan pekerja, bawahan pekerja, dan rekan kerja pekerja. Metode ini ditujukan untuk meningkatkan objektivitas penilaian kompetensi, memberikan gambaran kebutuhan pengembangan kompetensi Pekerja yang lebih akurat, serta meningkatkan kepedulian Pekerja

Especially for Board of Directors, the sharing session program is known as "NOBADI" (Hanging Out with the Board of Directors). This session is packaged informally to create an engagement between the Board of Directors and the employees.

## PERFORMANCE MANAGEMENT SYSTEM

To align individual performance with the vision, mission, strategy, and business process between individual performance and ongoing performance, the Company implements a Performance Management System (SPK) to harmonized the Company. In 2020 the Company has succeeded in cascading and aligning KPIs from the corporate to the individual employee level through the Performance Management Online application which can also help provide an overview of the performance achievements of employees and the Company in real time. In general, the processes in the Company's Performance Management System (SPK) are as follows:

1. Performance Planning  
The Company's KPI (corporate level) is determined and signed by all Board of Directors, at the beginning of the year. This KPI is the basis for the KPI cascading process to all business units to the individual level, both in the Company and in its subsidiaries.
2. Performance Monitoring  
Monitoring of the Company's performance at the corporate and business unit level and the Company's subsidiaries is carried out using the Performance Management Online application, which is a web-based performance monitoring system and apps containing the Company's KPIs. The performance indicator achievement data update on the KPI Dashboard is carried out at any time to be able to monitored in real time.
3. Performance Assessment  
The Company's performance assessment at the corporate and business unit level and the Company's subsidiaries is carried out using the Online Performance Management application which automatically displays the results of KPI achievements and employee competency assessments conducted using the 360 feedback method. The 360 Feedback method is an assessment that involves parties who have a direct working relationship with the employee to provide an assessment, namely: employees, the employees' supervisor, the employees' subordinates, and coworkers. This method is aimed at increasing the objectivity of competency assessments, providing a more accurate description of the need for employee

dalam men-deliver hasil kerjanya kepada fungsi/ bagian lain.

Hasil penilaian kinerja selanjutnya digunakan dalam pengembangan kompetensi, pengembangan karir SDM seperti promosi dan rotasi, pengkajian pemberian kompensasi bagi SDM serta penentuan *reward* kinerja.

### COMPENSATION & BENEFITS

Pemenuhan hak Pekerja berupa kompensasi dan benefit yang disusun Perseroan bertujuan untuk dapat menarik, mempertahankan, memotivasi, dan meningkatkan keterikatan Pekerja sehingga secara terus menerus memberikan kinerja yang optimal, mendukung visi dan misi, serta strategi Perseroan. Untuk remunerasi atau imbalan kerja yang diberikan oleh Perseroan kepada Pekerja merupakan bentuk komitmen imbal jasa kepada Pekerja, di mana Perseroan telah memenuhi ketentuan Upah Minimum Provinsi/Kabupaten/Kota (UMP/K) wilayah masing-masing unit kerja Perseroan yang ditetapkan oleh Pemerintah. Sementara kompensasi program kesejahteraan dan fasilitas Pekerja Perseroan mengacu kepada Ketentuan dan Peraturan Kementerian Tenaga Kerja dan Transmigrasi, termasuk pemenuhan upah yang berlaku.

Pada tahun 2020, Perseroan juga melakukan beberapa program yang berkaitan dengan kompensasi dan benefit yaitu sebagai berikut:

#### Review Remunerasi

Secara berkala Perseroan melakukan Salary Survey untuk memastikan remunerasi yang diterima oleh pekerja dengan berdasarkan cost living adjustment dan market competitiveness. Hal ini perlu dilakukan untuk menjaga agar Talent tetap bertahan di Perseroan dan termotivasi untuk meningkatkan produktifitasnya.

#### Review Benefits

Sejalan dengan penerapan aturan Pembatasan Sosial Berskala Besar yang dikeluarkan Pemerintah dengan tujuan memutus mata rantai penyebaran Covid-19, Perseroan memberlakukan *Work from Home* (WFH) dan *Self Quarantine* bagi Pekerja yang akan on duty ke lapangan. Untuk mendukung hal tersebut Perseroan memberikan bantuan fasilitas paket data/ internet bagi Pekerja yang bekerja dari rumah dan Tunjangan Karantina bagi Pekerja lapangan yang melakukan isolasi diri / *self quarantine* sebelum Pekerja *on-duty* di *site*/ lokasi proyek.

competency development, and increasing employee awareness in delivering their work to other functions/departments.

The results of the performance appraisal are then used in competency development, HR career development such as promotion and rotation, assessment of compensation for human resources and determination of performance rewards.

### COMPENSATION & BENEFITS

Fulfillment of Workers' rights in the form of compensation and benefits prepared by the Company aims to attract, retain, motivate, and increase employee engagement so that they continuously provide optimal performance, support the vision and mission, and the Company's strategy. Remuneration or employee benefits by the Company to employees is a form of commitment to remuneration for employees, where the Company has fulfilled the Provincial/Regency/City Minimum Wage (UMP/K) for the respective areas of the Company's work units determined by the Government. Meanwhile, compensation for the Company's employee welfare program and facilities refers to the provisions and regulations of the Ministry of Manpower and Transmigration, including the fulfillment of applicable wages.

In 2020, the Company will also carry out several programs related to compensation and benefits, which are as follows:

#### Remuneration Review

The Company periodically conducts a Salary Survey to ensure the remuneration received by employees is based on cost living adjustments and market competitiveness. This is carried out to keep Talents stay in the Company and motivated to increase their productivity.

#### Review of Benefits

In line with the implementation of the Large-Scale Social Restriction regulations issued by the Government to breaking the chain of Covid-19 spread, the Company imposes Work from Home (WFH) and Self Quarantine for employees who will be on duty to the field. To support this, the Company provides data/internet package facilities for employees who work from home and quarantine allowances for field workers who carry out self-isolation/self-quarantine before working on-duty at the project site/location.

### Program Kesejahteraan SDM

Dalam rangka menciptakan lingkungan kerja yang baik bagi SDM Perseroan telah melakukan serangkaian program *Employee Welfare* di lingkungan Perseroan. Program-program tersebut dilakukan secara mingguan, bulanan maupun tahunan dalam bentuk kegiatan olahraga dan keagamaan serta bentuk lainnya seperti pemberian bantuan kesejahteraan dalam bentuk:

1. Penghargaan Masa Kerja/Ulang Tahun Dinas (UTD);
2. Program Siap Pensiun (SiPP);
3. Penghargaan Pekerja Masa Persiapan Pensiun (MPP) usia 55 tahun;
4. Bantuan Ibadah: Haji, Umrah, dan Jerusalem;
5. MCU Massal;
6. Pemberian vaksinasi;
7. Fasilitas kesehatan (klinik, dokter, dan ambulance);
8. Bantuan Melahirkan;
9. Bantuan Pemakaman;
10. Beasiswa untuk anak Pekerja berprestasi;
11. Bantuan anak yatim piatu & dhuafa;
12. Fasilitas tempat olahraga dengan 17 cabang olahraga dan 2 cabang kesenian;
13. Olahraga Online;
14. Fasilitas ibadah (Masjid & Musholla disetiap lantai Gedung);
15. Fasilitas untuk kegiatan keagamaan: Program Ramadhan, Idul Qurban, Pengajian Bulanan, Kajian Muslimah dan Pendalaman Iman;
16. Perayaan Hari Ulang Tahun (HUT) PT Elnusa Tbk;
17. Bantuan Kemanusiaan untuk Bencana Alam, meliputi bantuan gempa dan banjir, dan bantuan sembako untuk tenaga harian dan outsourcing;
18. Bantuan pulsa.

### HUMAN RESOURCE MANAGEMENT SERVICES

Program Service Management dikelola untuk memastikan seluruh layanan fungsi *Human Capital* dapat diterima oleh pekerja sesuai dengan standar yang berlaku di Perseroan. Hal ini bertujuan untuk mewujudkan kondisi kerja yang nyaman, aman, produktif dan efisien melalui terjaminnya pelayanan HR kepada semua pekerja Perseroan.

### Employee Engagement Index

Dalam rangka meningkatkan semangat kerja dan komunikasi yang harmonis, dan membangun Perseroan menjadi organisasi yang tangguh, serta tempat kerja yang menyenangkan, maka Perseroan telah melakukan *Employee Engagement Survey* (EES) pada tahun 2019 untuk memperoleh masukan mengenai tingkat kepuasan serta motivasi dari seluruh Pekerja Perseroan.

### HR Welfare Program

To create a good working environment for human resources, the Company has carried out a series of Employee Welfare programs within the Company. These are carried out on a weekly, monthly or annual basis in the form of sports and religious activities and other forms such as:

1. Service Period/Anniversary Award (UTD);
2. Retirement Program (SiPP);
3. Employee Award for Retirement Preparation Period (MPP) aged 55 years old;
4. Worship Assistance: Hajj, Umrah and Jerusalem;
5. Bulk MCU;
6. Vaccination;
7. Health facilities (clinics, doctors, and ambulances);
8. Childbirth Assistance;
9. Funeral Assistance;
10. Scholarships for children of outstanding employees;
11. Assistance for orphans & the poor;
12. Sports venue facilities with 17 sports and 2 arts;
13. Online Sports;
14. Worship facilities (mosque & prayer room on each floor of the building);
15. Facilities for religious activities: Ramadhan program, Eid al-Qurban, monthly recitation, study Muslimah and Deepening of Faith;
16. PT Elnusa Tbk's Anniversary Commemoration (HUT);
17. Humanitarian Assistance for Natural Disasters, including earthquake and flood assistance, and basic needs for daily workers and outsourcing.
18. Pulse assistance.

### HUMAN RESOURCE MANAGEMENT SERVICES

Service Management program is managed to ensure that all Human Capital function services received by employees following the applicable standards in the Company. This is aimed at creating comfortable, safe, productive and efficient working conditions through guaranteed HR services to all employees of the Company.

### Employee Engagement Index

To improve work morale and harmonious communication, and build the Company into a strong organization and a pleasant workplace, the Company has conducted an Employee Engagement Survey (EES) in 2019 to obtain input regarding the level of satisfaction and motivation of all Company employees.

Berdasarkan hasil *survey*, Perseroan mendapatkan Index Keterikatan sebesar 46,6% dan Indeks Kepuasan sebesar 66,6%. Dari hasil tersebut Perseroan perlu melakukan:

1. Peningkatan 3 aspek kepuasan terendah secara keseluruhan
2. Peningkatan keterikatan pekerja yang tergolong *nearly engaged*
3. Memberikan program *Public Relation* terhadap internal Pekerja Perseroan

### Service Level Agreement

Perseroan mengatur mekanisme pembuatan, pelaksanaan, pemantauan dan pelaporan kemajuan pelaksanaan *Service Level Agreement* (SLA) Fungsi *Human Capital*, agar terlaksana secara terencana, terukur, efektif dan efisien sesuai dengan ketetapan yang berlaku. Beberapa kegiatan fungsi *Human Capital* yang dapat diukur SLA nya adalah ketepatan pemenuhan rekrutmen, administrasi *payroll*, administrasi benefit, *contract management*, *outsourcing management*, administrasi perubahan pangkat, jabatan dan remunerasi.

### HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

Selama tahun 2020, Perseroan terus melakukan *improvement* terhadap sistem HRIS yang dimiliki dalam bentuk penambahan fitur lainnya. Beberapa aplikasi yang telah dibuat dalam rangka mendigitalisasi proses-proses pengelolaan SDM pada tahun 2020 adalah sebagai berikut:

#### Perjalanan Dinas Online Luar Negeri

Aplikasi ini berfungsi untuk melakukan pengajuan dan *approval* untuk Pekerja yang ingin melakukan SPPD Luar negeri. Dan aplikasi ini adalah pembaruan dari aplikasi yang terdahulu, dimana aplikasi ini lebih mudah dan lebih cepat digunakan dari aplikasi yang lama. Untuk proses *approval* diaplikasi ini dapat dilakukan secara *online* dan terintegrasi langsung ke fungsi *General Affair* dan Keuangan.

#### Recruitment Online 2.0

Aplikasi *Recruitment Online* telah berjalan sejak pertengahan tahun 2019. Dalam hal untuk memenuhi tuntutan kompleksitas rekrutmen maka dipandang perlu untuk melakukan pengembangan secara menyeluruh dari fitur yang ada, sehingga fitur rekrutmen dapat menyesuaikan dengan populasi calon Pekerja dengan menyediakan *Apps* yang handal, cepat, mudah digunakan dan dapat

Based on the survey results, the Company obtained an Engagement Index of 46.6% and a Satisfaction Index of 66.6%. From these results the Company needs to:

1. Increasing 3 aspects of the lowest satisfaction level
2. Increasing employees engagement who are classified as *nearly engaged*
3. Providing a Public Relations program for internal employees of the Company

### Service Level Agreement

The Company regulates the mechanism for making, implementing, monitoring and reporting progress on the implementation of the Service Level Agreement (SLA) for the Human Capital Function, so that it is carried out in a planned, measured, effective and efficient manner in accordance with applicable regulations. Some of the activities of the Human Capital function that can be measured SLA are the accuracy of recruitment fulfillment, payroll administration, benefits administration, contract management, outsourcing management, administration of changes in rank, position and remuneration.

### HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

During 2020, the Company continued to make improvements to its HRIS system in the form of adding other features. Several applications that have been made in order to digitize HR management processes in 2020 are as follows:

#### Overseas Online Service Trips

This application functions to make submissions and approvals for workers who wish to undertake SPPD Abroad. And this application is an update from the previous application, where this application is easier and faster to use than the old application. The approval process for this application can be done online and is integrated directly into the General Affairs and Finance function.

#### Recruitment Online 2.0

The Recruitment Online application has been running since mid-2019. In order to meet the demands of recruitment complexity, it is deemed necessary to develop a comprehensive development of existing features, so that the recruitment features can adapt to the population of prospective workers by providing reliable, fast, easy-to-use and reliable *Apps*. can be accessed anywhere. Development will be carried

diakses di mana saja. Pengembangan akan dilakukan secara berkelanjutan, menyesuaikan dengan strategi rekrutmen yang ditentukan oleh Perseroan.

### Overtime Online

Aplikasi Overtime Online memudahkan Pekerja untuk melakukan pengajuan waktu kerja lembur, approval secara system, dan otomatis masuk ke Divisi Human Capital untuk di rekap dan masuk ke SAP Payroll untuk dilakukan pembayaran uang Lembur kepada Para Pekerja.

### Presence Online

Aplikasi presensi online adalah aplikasi yang dibuat untuk mendukung penerapan *Work from Home* (WFH) selama Pandemi Covid-19. Aplikasi ini sengaja dirancang untuk memudahkan Pekerja melakukan presensi saat WFH dan memudahkan Perusahaan memantau posisi dan kondisi kesehatan Pekerja. Untuk presensi online Divisi Human Capital menyediakan aplikasi presensi yang bisa dilakukan secara online dengan menggunakan Apps Synergo dan Apps Dirumahaja, sedangkan untuk keperluan reporting dibuatkan Dashboard Monitoring Online (ELMO) yang berbasis Power BI yang bisa dibuka melalui web.

### HC Dashboard

HC *dashboard* merupakan sebuah portal yang berisi informasi demografi pekerja yang sifatnya umum dan dapat diakses oleh seluruh bagian di Fungsi *Human Capital*. Demografi yang tersedia di portal ini antara lain:

1. Data Demografi Pekerja (Usia, Strata, Gender, Generasi, Jabatan, Pensiun)
2. Data Rotasi dan Promosi
3. Data *Turn Over* Pekerja
4. Data *Productivity*
5. Data *Talent*

HC *Dashboard* ini berbasis Power BI dan bisa di akses melalui web, HC *dashboard* ini berfungsi ini informasi dan analisa data dalam rangka pengambilan keputusan yang terkait dengan Sumber Daya Manusia.

## INDUSTRIAL RELATION

Perseroan selalu berupaya untuk menciptakan suasana kerja yang terbuka dan positif dalam rangka meningkatkan hubungan industrial yang harmonis, dinamis dan adil. Perseroan berupaya membangun hubungan ketenagakerjaan yang menjamin kebebasan semua Pekerja untuk masuk dalam organisasi pekerja (Serikat Pekerja) yang dikelola

out on an ongoing basis, in accordance with the recruitment strategy determined by the Company.

### Overtime Online

The Overtime Online application makes it easy for Workers to submit submissions for overtime work, system approval, and automatically enter the Human Capital Division to recap and enter SAP Payroll to make Overtime payments to Workers.

### Presence Online

The online presence application is an application created to support the implementation of *Work from Home* (WFH) during the Covid-19 Pandemic. This application is deliberately designed to make it easier for workers to attend WFH and make it easier for companies to monitor the position and health conditions of workers. For online presence, the Human Capital Division provides a presence application that can be done online using the Synergo Apps and Dirumahaja Apps, while for reporting purposes an Online Monitoring Dashboard (ELMO) based on Power BI is created which can be opened via the web.

### HC Dashboard

The HC *dashboard* is a portal that contains general employee demographic information and can be accessed by all sections in the Human Capital Function. The demographics available on this portal include:

1. Worker Demographic Data (Age, Strata, Gender, Generation, Position, Pension)
2. Rotation and Promotion Data
3. Worker Turn Over Data
4. Productivity Data
5. Talent Data

This HC *Dashboard* is based on Power BI and can be accessed via the web. This HC *dashboard* functions to provide information and data analysis in order to make decisions related to Human Resources.

## INDUSTRIAL RELATIONS

The Company always strives to create an open and positive work atmosphere in order to promote harmonious, dynamic and fair industrial relations. The Company seeks to build an employment relationship that guarantees the freedom of all Workers to enter a workers' organization (Workers' Union) which is managed professionally as a means of connecting

secara profesional sebagai sarana penghubung antara Pekerja dan Perseroan, sebagaimana diatur dalam Undang-Undang No. 13 Tahun 2003 dan Undang-Undang Cipta Kerja No. 11 Tahun 2020 tentang Ketenagakerjaan.

Serikat pekerja Elnusa bernama SP Elnusa (SPE) juga memberikan konsultasi kepada Perseroan dalam penyusunan Peraturan Perusahaan (PP) tahun 2019 – 2021 yang mengatur hak dan kewajiban Pekerja kepada Perseroan dan sebaliknya. Dokumen Peraturan Perusahaan (PP) yang mengikat pihak Manajemen Perseroan dan SP Elnusa terakhir disahkan melalui Keputusan Direktur Jenderal Pembinaan Hubungan Industrial dan Jaminan Sosial Tenaga Kerja No. KEP.411/PHIJSK-PKKAD/PP/IV/2015 pada tanggal 17 April 2015.

Sepanjang tahun 2020, Perseroan terbilang cukup berhasil dalam melakukan pengelolaan Industrial yang kondusif dengan Pekerja, sehingga sepanjang tahun tersebut tidak terjadi *labor strike* yang melibatkan Pekerja dan Perseroan.

### Sanksi Disiplin

Dalam rangka menerapkan prinsip keadilan bagi seluruh Insan Perseroan, selain memberikan apresiasi kepada Pekerja yang berkinerja baik, Perseroan juga memiliki kebijakan terkait dengan pemberian sanksi kepada Pekerja yang melakukan pelanggaran sebagai bentuk penerapan Good Corporate Governance. Jenis sanksi yang berlaku di Perseroan didasarkan pada jenis pelanggaran yang dilakukan, unsur perbuatan, serta dampak yang ditimbulkan meliputi : Surat Peringatan 1, 2, 3 & Terakhir serta skorsing. Pemberian sanksi selama 3 (tiga) tahun terakhir di Perseroan menunjukkan penurunan sebagaimana tabel berikut:

Jenis Surat Tindakan Disiplin / Sanksi Type of Disciplinary Action Letter/Sanctions	2020	2019	2018
Surat Peringatan 1 (pertama) Warning Letter 1 (first)	5	2	3
Surat Peringatan 2 (kedua) Warning Letter 2 (second)	0	0	5
Surat Peringatan 3 (ketiga) & Terakhir 3 <sup>rd</sup> (third) & Last Warning Letter	3	0	1
Surat Pembebasan Sementara (Skorsing) Temporary Exemption Letter (Suspension)	0	2	0
<b>Jumlah Total</b>	<b>8</b>	<b>4</b>	<b>9</b>

workers and the Company, as regulated in Law No. 13 of 2003 and the Job Creation Act No. 11 of 2020 concerning Manpower.

The Elnusa workers union named SP Elnusa (SPE) also provides consultations to the Company in drafting the Company Regulations (PP) for 2019-2021 which regulate the rights and obligations of workers to the Company and vice versa. The Company Regulatory Document (PP) that binds the Management of the Company and SP Elnusa was last legalized through the Decree of the Director General of Industrial Relations and Labor Social Security No. KEP.411/PHIJSK-PKKAD/PP/IV/2015 on April 17, 2015.

Throughout 2020, the Company was quite successful in conducting conducive industrial management with employees, so that throughout the year there were no labor strikes involving workers and the Company.

### Disciplinary Sanctions

In order to apply the principle of fairness to all Company personnel, in addition to giving appreciation to employees who are performing well, the Company also has policies related to the imposition of sanctions on workers who commit violations as a form of implementing Good Corporate Governance. The types of sanctions that apply in the Company are based on the type of violation committed, the element of the act, and the impact, including: Warning Letters 1, 2, 3 & Last and suspension. The imposition of sanctions for the last 3 (three) years at the Company shows a decrease as shown in the following table:

## CULTURE

Pentingnya mempertahankan budaya Perseroan adalah untuk memastikan identitas Perseroan dengan budaya yang kuat dan berkarakter. Selain itu penciptaan budaya yang kuat penting untuk memastikan image Perseroan dilingkungan internal maupun eksternal. Beberapa program budaya yang dikelola dalam rangka menginternalisasi Core Values, tata nilai, visi dan misi Perseroan, antara lain:

### New Normal Measurements

Bertepatan dengan adanya wabah Covid-19 yang menyerang hampir seluruh dunia dan Indonesia termasuk negara yang terdampak, maka PT Elnusa Tbk melakukan banyak penyesuaian dari berbagai segi salah satunya perubahan cara kerja yang tadinya *office-based* menjadi *semi-digital nomad* dengan penerapan *Work from Home* (WFH) terhitung mulai akhir bulan Maret 2020. Bukan tidak menemui kendala, proses adaptasi ini memberikan tantangan baru bagi Perusahaan yang telah melakukan 2 (dua) kali pengukuran berbentuk survei untuk melihat gambaran kemampuan dan temuan kendala pada *working habit* yang baru.

Pertama, pada bulan April 2020 kami melakukan pengukuran terkait dengan kenyamanan dan kendala yang dihadapi selama WFH dengan kesimpulan Pekerja Elnusa sudah mampu jika *Work from Home* (WFH) diterapkan berdasarkan pernyataan setuju dari 72% responden dan dari beberapa indikator untuk melihat kemampuan menghadapi kendala yang terjadi saat WFH berlangsung. Akan tetapi, perlu diperhatikan terutama tingginya probabilitas distraksi yang akan diterima oleh Pekerja.

Kedua, pada bulan Juni 2020 kami melakukan pengukuran terkait dengan kesiapan untuk bekerja kembali ke kantor dengan beberapa strategi dan penegakkan protokol kesehatan Covid-19. Survei ini juga menjadi dasar penerapan kebijakan pembagian kategori kerja *Work from Home Mandatory*, *Work from Office Flexibility*, dan *Work from Office Mandatory* mengikuti beberapa Peraturan Pemerintah yang mengizinkan bisnis usaha untuk tetap beroperasi dengan beberapa ketentuan demi roda ekonomi yang bisa tetap berputar. Kesimpulan dalam survei ini menunjukkan bahwa sebanyak 62% Pekerja Elnusa siap untuk dilaksanakannya kembali *Work from Office* dengan beberapa persyaratan seperti melakukan *Rapid Test* dan/atau *PCR Swab Test*, menggunakan masker dan mengganti masker setiap 4 jam sekali, membawa *handsanitizer*, membawa makan, minum dan alat makan sendiri, membawa alat ibadah sendiri, hingga menjaga jarak.

## CULTURE

The importance of maintaining the Company's culture is to ensure the Company's identity with a strong culture and character. In addition, the creation of a strong culture is important to ensure the Company's image both internally and externally. Several cultural programs are managed in order to internalize the Core Values, values, vision and mission of the Company, including:

### New Normal Measurements

Coinciding with the Covid-19 outbreak that has hit almost the entire world and Indonesia is one of the affected countries, PT Elnusa Tbk has made many adjustments from various aspects, one of which is changing the way of working from office-based to semi-digital nomad with the application of *Work from Home* (WFH) starting at the end of March 2020. Not without obstacles, this adaptation process presents a new challenge for companies that have carried out 2 (two) measurements in the form of surveys to see an overview of capabilities and finding constraints on new working habits.

First, in April 2020 we took measurements related to the comfort and constraints faced during WFH with the conclusion that Elnusa employees are capable if *Work from Home* (WFH) is applied based on the agreed statements of 72% of respondents and from several indicators to see the ability to face the obstacles that occur during WFH. However, it should be noted, especially the high probability of distraction that will be accepted by workers.

Second, in June 2020 we took measurements related to readiness to work back to the office with several strategies and enforcement of the Covid-19 health protocol. This survey is also the basis for the implementation of the policy for the division of work categories for the *Work from Home Mandatory*, *Work from Office Flexibility*, and *Work from Office Mandatory* following several Government Regulations that allow businesses to continue operating with certain provisions for a rotating economy. The conclusion in this survey shows that as many as 62% of Elnusa workers are ready to resume *Work from Office* with several requirements such as carrying out a *Rapid Test* and/or *PCR Swab Test*, using a mask and changing masks every 4 hours, carrying a hand sanitizer, bringing food, drinking and own cutlery, bring your own worship tools, and keep your distance.

Kedua pengukuran yang dilakukan terus mengalami kajian lebih lanjut dan wabah yang masih berlangsung juga tidak menghalangi PT Elnusa Tbk untuk terus berinovasi guna memenuhi kebutuhan produksi dari konsumen.

### Code of Conduct

Sebagai entitas bisnis yang berstatus Perseroan Terbuka, penerapan standar etika usaha perlu menjadi perhatian untuk memastikan Perseroan memenuhi hak dan kewajiban Perseroan terhadap para pemangku kepentingan. *Code of Conduct* harus bersumber dari nilai-nilai yang dianut Perseroan, dan penerapannya berlaku bagi semua pekerja dan manajemen (termasuk Dewan Komisaris dan Direksi) tanpa terkecuali, serta secara berkala direview dan disosialisasikan kembali kepada seluruh elemen Perseroan. Pada Tahun 2020 telah dilaksanakan Sosialisasi *Code of Conduct* di sebanyak 3 (tiga) kali dan Induksi Peraturan Perusahaan.

### Implementasi Tata Nilai AKHLAK di PT Elnusa Tbk & Group

Berdasarkan dikeluarkannya Surat Edaran Menteri BUMN No. SE-7/MBU/07/2020 tentang Nilai-nilai Utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara tanggal 01 Juli 2020, Surat Keputusan Direktur Utama PT Pertamina (Persero) No. KPTS-33/C0000/2020-S0 tentang Penerapan Tata Nilai-nilai Utama (*Core Values*) AKHLAK di Pertamina, Anak Perusahaan serta Afiliasi Terkonsolidasi tanggal 08 September 2020, Surat Perintah Direktur SDM dan Penunjang Bisnis PT Pertamina Hulu Energi No. Prin-003/PHE50000/2020-S8 tentang Tim Implementasi Tata Nilai AKHLAK dan Program Budaya Inti 135 Sub Holding Upstream tanggal 05 Oktober 2020, maka Elnusa sebagai Perusahaan Terafiliasi Terkonsolidasi diwajibkan untuk melakukan implementasi Tata Nilai AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) bagi seluruh Pekerja sehingga tercipta budaya berakhlak dan sehat. Elnusa juga melakukan sinergi dengan bergabung bersama Tim 3Toejoeh Sub Holding Upstream.

The two measurements carried out continue to undergo further studies and the ongoing outbreak also does not prevent PT Elnusa Tbk from continuing to innovate to meet the production needs of consumers.

### Code of Conduct

As a business entity with the status of a Public Company, the application of business ethics standards needs to be considered to ensure that the Company fulfills the rights and obligations of the Company towards its stakeholders. The Code of Conduct must be sourced from the values adopted by the Company, and its application applies to all employees and management (including the Board of Commissioners and Board of Directors) without exception, and is regularly reviewed and re-socialized to all elements of the Company. In 2019, the Code of Conduct Socialization has been carried out 3 (three) times and Induction of Company Regulations.

### Implementation of AKHLAK Values at PT Elnusa Tbk & Group

Based on the issuance of the Circular of the Minister of SOE No. SE-7/MBU/07/2020 concerning Core Values of Human Resources of State-Owned Enterprises dated July 1, 2020, Decree of the President Director of PT Pertamina (Persero) No. KPTS-33/C0000/2020-S0 regarding the Implementation of AKHLAK's Core Values in Pertamina, Subsidiaries and Consolidated Affiliates dated September 8, 2020, Order of the Director of HR and Business Support of PT Pertamina Hulu Energi No. Prin-003/PHE50000/2020-S8 regarding the AKHLAK Values Implementation Team and the 135 Core BUdaya Program Upstream Sub Holding on October 5, 2020, then Elnusa as a Consolidated Affiliated Company is required to implement the AKHLAK Values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative) for all Workers so as to create a culture of character and health. Elnusa also synergizes by joining the 3Toejoeh Sub Holding Upstream Team.



## RENCANA STRATEGIS PENGELOLAAN SDM

## HR MANAGEMENT STRATEGIC PLAN



Sehubungan dengan perubahan organisasi dan penurunan bisnis global akibat adanya pandemic Covid-19, yang menuntut Perseroan untuk melakukan pembenahan dalam segala aspek kegiatan bisnis dan kebijakan Perusahaan maka Pengelolaan SDM merupakan suatu keharusan untuk dilaksanakan dengan sungguh-sungguh, konsisten dan terus-menerus serta diharapkan fungsi Human Capital mampu berkontribusi nyata pada kinerja organisasi. Untuk itu beberapa program unggulan yang menjadi program kerja di 2021 adalah:

1. Peningkatan efektivitas organisasi
2. Penguatan Kompetensi
3. Percepatan talent dan suksesi
4. Pemenuhan kebutuhan SDM bisnis baru dan eksisting
5. Digitalisasi dan Otomatisasi proses HC
6. Agile Performance Management
7. Internalisasi budaya AKHLAK

Diharapkan dengan pelaksanaan strategi SDM tersebut, SDM Perseroan dapat menjadi penyokong utama atas keberhasilan Perseroan dalam mempertahankan dan meningkatkan bisnisnya di tahun-tahun yang akan datang.

In connection with organizational changes and the decline in global business due to the Covid-19 pandemic, which requires the Company to make improvements in all aspects of business activities and Company policies, HR management is a must to be carried out seriously, consistently and continuously and is expected to function Human Capital is able to contribute significantly to organizational performance. For this reason, some of the leading programs that will become work programs in 2021 are:

1. Increasing organizational effectiveness
2. Competence Strengthening
3. Acceleration of talent and succession
4. Fulfill the HR needs of new and existing businesses
5. Digitization and automation of the HC process
6. Agile Performance Management
7. Internalization of AKHLAK culture

It is hoped that with the implementation of this HR strategy, the Company's human resources can become the main support for the Company's success in maintaining and improving its business in the years to come.

## STRUKTUR DAN KOMPOSISI PEMEGANG SAHAM

### STRUCTURE AND COMPOSITION OF SHAREHOLDERS

#### STRUKTUR PEMEGANG SAHAM PERSEROAN

Berikut skema komposisi pemegang saham Perseroan, termasuk pemegang saham utama dan/atau pengendali, adalah sebagai berikut:

#### SHAREHOLDERS STRUCTURE OF THE COMPANY

The following is the scheme for the composition of the Company's shareholders, including the major and/or controlling shareholders, as follows:

Struktur Pemegang Saham Elnusa per 31 Desember 2019  
Elnusa Shareholder Structure as of December 31, 2019



#### INFORMASI TENTANG PEMEGANG SAHAM UTAMA/ PENGENDALI HINGGA NAMA PEMILIK AKHIR PERSEROAN

PT Pertamina (Persero) merupakan pemegang saham utama dan pengendali Elnusa dengan kepemilikan sebesar 41,1%. Pertamina adalah perusahaan energi nasional yang 100% kepemilikan sahamnya dimiliki oleh Pemerintah Republik Indonesia, melalui Kementerian Negara Badan Usaha Milik Negara (BUMN) selaku Kuasa Pemegang Saham. Dengan demikian, entitas induk tertinggi, atau ultimate parent entity Perseroan adalah Pemerintah Republik Indonesia, karena merupakan pemegang saham utama/pengendali dari Pertamina selaku pemegang saham utama/pengendali Perseroan.

#### INFORMATION CONCERNING MAIN SHAREHOLDERS/CONTROLLERS UP TO THE NAME OF THE FINAL OWNERS OF THE COMPANY

PT Pertamina (Persero) is the main and controlling shareholder of Elnusa with 41.1% ownership. Pertamina is a national energy company whose shares of 100% owned by the Government of the Republic of Indonesia, through the State Ministry for State-Owned Enterprises (SOE) as the Proxy of Shareholders. Thus, the ultimate parent entity of the Company is the Government of the Republic of Indonesia, as the main/controlling shareholder of Pertamina.

**Alamat Kantor Pusat Pertamina**

Jl. Medan Merdeka Timur 1A, Jakarta 10110 Indonesia  
 Telepon : (+62 21) 381-5-111, 381-6-111  
 Surel : pcc@pertamina.com  
 Situs Web : [www.pertamina.com](http://www.pertamina.com)

**Pertamina Head Office Address**

Jl. Medan Merdeka Timur 1A, Jakarta 10110 Indonesia  
 Phone : (+62 21) 381-5-111, 381-6-111  
 Email : pcc@pertamina.com  
 Website : www.pertamina.com

**KOMPOSISI KEPEMILIKAN SAHAM PERSEROAN**

Berikut skema komposisi kepemilikan saham Perseroan, termasuk kepemilikan saham 5% atau lebih dan/atau kepemilikan di bawah 5%, adalah sebagai berikut:

**COMPOSITION OF SHARE OWNERSHIP OF THE COMPANY**

The following is the scheme for the composition of the Company's share ownership, including ownership of 5% or more shares and/or ownership of less than 5%, as follows:

**Kepemilikan Saham Elnusa per 31 Desember 2020**  
 Elnusa Share Ownership as of December 31, 2020

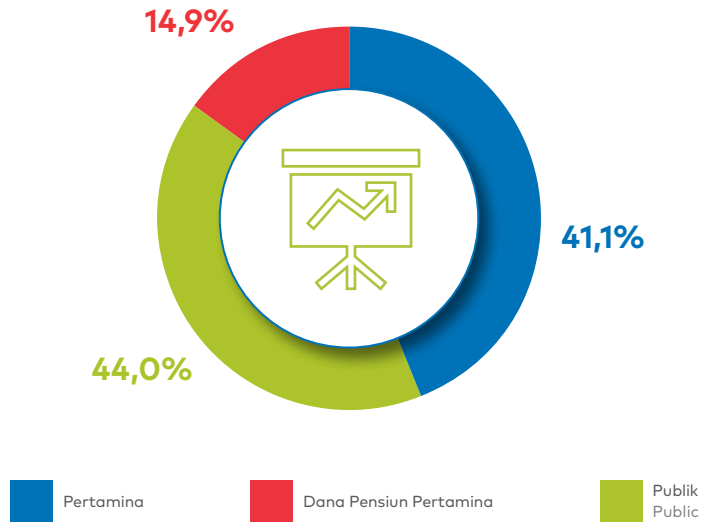
Pemegang Saham Shareholders	Jumlah Pemegang Saham Number of Shareholders	Jumlah Kepemilikan Total Ownership	Nilai Saham Share Value	Persentase Kepemilikan % Ownership Percentage%
Kepemilikan Saham 5% atau Lebih Share Ownership of 5% or More				
Pertamina	1	3.000.000.000	300.000.000.000	41,1%
Dana Pensiun Pertamina	1	1.087.407.500	108.740.750.000	14,9%
Kepemilikan Saham di Bawah 5% Share Ownership Below 5%				
Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors	0	-	-	0,0%
Publik <5% Public <5%	35.075	3.211.092.500	321.109.250.000	44,0%
<b>Total</b>	<b>35.077</b>	<b>7.298.500.000</b>	<b>729.850.000.000</b>	<b>100%</b>

**Komposisi Kepemilikan Saham Berdasarkan Jenis 2018-2020**  
 Composition of Share Ownership by Type 2018-2020

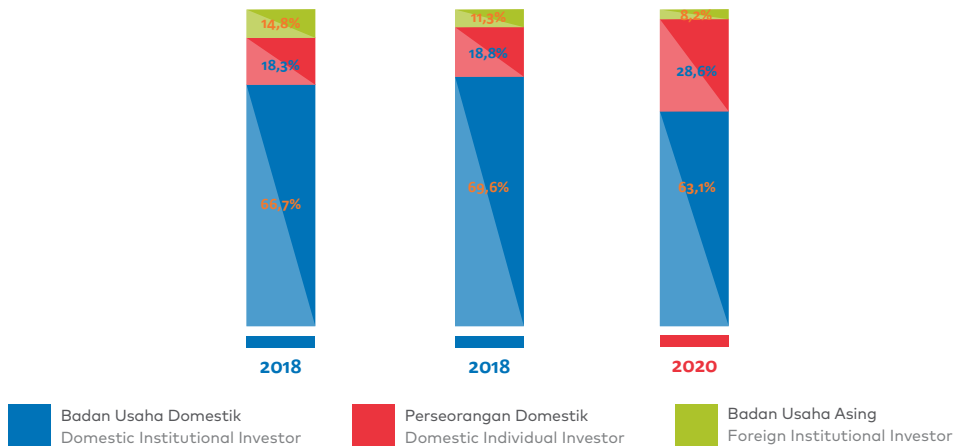
Keterangan Information	2018	2019	2020
Badan Usaha Domestik Domestic Institutional Investor	66,7%	69,6%	63,1%
Perseorangan Domestik Domestic Individual Investor	18,3%	18,8%	28,6%
Badan Usaha Asing Foreign Institutional Investor	14,8%	11,3%	8,2%
Perseorangan Asing Foreign Individual Investor	0,1%	0,2%	0,1%



### Kepemilikan Saham Elnusa per 31 Desember 2020 Elnusa Share Ownership as of December 31, 2020



### Komposisi Kepemilikan Saham Berdasarkan Jenis 2018-2020 Composition of Share Ownership by Type 2018-2020



**KEPEMILIKAN SAHAM PERSEROAN OLEH  
DEWAN KOMISARIS DAN DIREKSI**
**SHARE OWNERSHIP OF THE COMPANY BY  
THE BOARD OF COMMISSIONERS AND THE  
BOARD OF DIRECTORS**

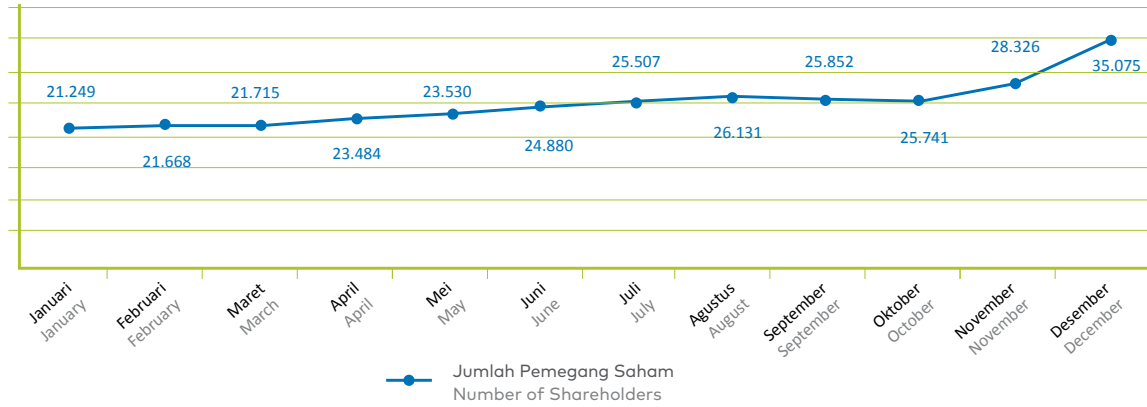
Nama Name	Jabatan Position	2019		2020	
		Jumlah Saham Number of Shares	Presentase Kepemilikan Ownership Percentage	Jumlah Saham Number of Shares	Presentase Kepemilikan Ownership Percentage
<b>Dewan Komisaris</b> Board of Commissioners					
Agus Prabowo	Komisaris Utama President Commissioner	Nihil Nil	Nihil Nil	Nihil Nil	Nihil Nil
Antonius Ratdomopurbo	Komisaris Commissioner	Nihil Nil	Nihil Nil	Nihil Nil	Nihil Nil
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	Nihil Nil	Nihil Nil	Nihil Nil	Nihil Nil
Anis Baridwan	Komisaris Independen Independent Commissioner	Nihil Nil	Nihil Nil	Nihil Nil	Nihil Nil
<b>Dewan Direksi</b> Board of Directors					
Ali Mundakir	Direktur Utama President Director	Nihil Nil	Nihil Nil	Nihil Nil	Nihil Nil
Hery Setiawan	Direktur Keuangan Director of Finance	Nihil Nil	Nihil Nil	Nihil Nil	Nihil Nil
Tenny Elfrida	Direktur SDM dan Umum Director of HR and General	Nihil Nil	Nihil Nil	Nihil Nil	Nihil Nil
Arief Riyanto	Direktur Pengembangan Usaha dan Operasi Director of Business Development and Operations	Nihil Nil	Nihil Nil	Nihil Nil	Nihil Nil

**PEMEGANG SAHAM DENGAN KEPEMILIKAN  
KURANG DARI 5%**
**SHAREHOLDERS WITH OWNERSHIP OF  
LESS THAN 5%**
**Jumlah Pemegang Saham dengan Kepemilikan <5% di Sepanjang Tahun 2020**  
 Number of Shareholders with Ownership of <5% Throughout 2020

Bulan Month	Jumlah Pemegang Saham Number of Shareholders
Januari January	21.249
Februari February	21.668
Maret March	21.715
April April	23.484
Mei May	23.530
Juni June	24.880
Juli July	25.507
Agustus August	26.131
Spetember September	25.852
Oktober October	25.741
November November	28.326
Desember December	35.075

### Jumlah Pemegang Saham dengan Kepemilikan <5% di Sepanjang Tahun 2020

Number of Shareholders with Ownership of <5% Throughout 2020



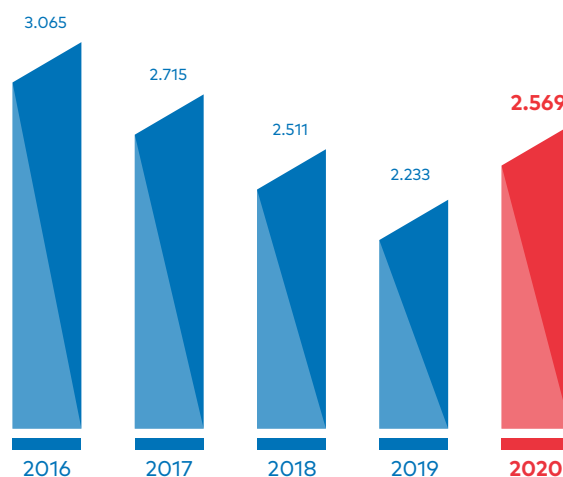
### Komposisi Pemegang Saham < 5% per 31 Desember 2020

Shareholders Composition <5% as of December 31, 2020

Kelompok Pemegang Saham Shareholders Group	Domestik Domestic		Asing Foreign	
	Jumlah Pemegang Saham No. of Shareholders	Jumlah Saham No. of Shares	Jumlah Pemegang Saham No. of Shareholders	Jumlah Saham No. of Shares
Ritel Retail	34.785	2.088.917.884	66	8.433.400
Institusi Institution	154	517.643.825	70	596.097.391
<b>Total</b>	<b>34.939</b>	<b>2.606.561.709</b>	<b>136</b>	<b>604.530.791</b>

### Kapitalisasi Pasar 2016-2020 (Rp miliar)

Market Capitalization in 2016-2020 (Rp billion)



## KEPEMILIKAN SAHAM PERSEROAN OLEH KARYAWAN

Sampai dengan akhir tahun buku 2020, jumlah saham ELSA yang dimiliki oleh karyawan 4.955.000 atau 0,07% dari saham keseluruhan. Sementara pada tingkat level manajemen senior (satu level di bawah Direksi) berjumlah 92.500 atau 0,001% dari keseluruhan.

## SHARE OWNERSHIP OF THE COMPANY BY EMPLOYEES

As of the end of the 2020 financial year, the total number of ELSA shares owned by employees was 4,955,000 or 0.07% of the total shares. Meanwhile, at the senior management level (one level below the Board of Directors) the total was 92,500 or 0.001% of the total employees shares.

## 20 PEMEGANG SAHAM TERBESAR PERSEROAN

## TOP 20 SHAREHOLDERS OF THE COMPANY

No.	Nama Pemegang Saham Name of Shareholders	Status Status	Jumlah Amount	(%)
1	PERUSAHAAN PERTAMBANGAN MINYAK DAN GAS BUMI NEGARA	PERSEROAN TERBATAS Limited Company	3.000.000.000	41,10
2	DPP INHOUSE 2	DANA PENSIUN Pension Fund	1.087.407.500	14,90
3	CITIBANK NEW YORK S/A GOVERNMENT OF NORW	BADAN USAHA ASING Foreign Corporation	204.955.000	2,81
4	RD MANULIFE DANA SAHAM UTAMA	REKSADANA Mutual Fund	54.558.700	0,75
5	BNYM RE FIS GROUP COLLECTIVE INVESTMENT	BADAN USAHA ASING Foreign Corporation	39.660.680	0,54
6	PT ASURANSI JIWA ADISARANA WANAARTHA - D	ASURANSI Insurance	34.880.600	0,48
7	PANIN SEKURITAS, PT	PERSEROAN TERBATAS Limited Company	33.681.600	0,46
8	MANULIFE DANA EKUITAS	REKSADANA Mutual Fund	32.324.000	0,44
9	NT TST CO S/A LSV EMERGING MARKETS SMALL	BADAN USAHA ASING Foreign Corporation	30.566.200	0,42
10	SSB OM56 S/A VFM EMERGING MARKETS TRUST-	BADAN USAHA ASING Foreign Corporation	30.499.200	0,42
11	SLFI AGGRESSIVE FUND-857124000	BADAN USAHA ASING Foreign Corporation	27.003.500	0,37
12	CITIBANK NEW YORK S/A EMERGING MARKETS C	BADAN USAHA ASING Foreign Corporation	26.813.400	0,37
13	IR RAHADI SANTOSO	INDIVIDU DOMESTIK Domestic Individual Investor	25.984.800	0,36
14	SLFI AGGRESSIVE MULTI PLUS FUND IDR-8185	REKSADANA Mutual Fund	22.846.400	0,31
15	PT ASURANSI JIWA TASPEN	ASURANSI Insurance	22.639.900	0,31
16	DJUFRI GONO	INDIVIDU DOMESTIK Domestic Individual Investor	22.486.000	0,31
17	SSB NYBY S/A CITY OF NEW YORK GROUP TRUS	BADAN USAHA ASING Foreign Corporation	22.401.426	0,31
18	EMI WIRANTO	INDIVIDU DOMESTIK Domestic Individual Investor	22.360.000	0,31
19	SSB NYBV S/A CITY OF NEW YORK GROUP TRUS	BADAN USAHA ASING Foreign Corporation	21.426.030	0,29
20	CITIBANK NEW YORK S/A DIMENSIONAL EMERGI	BADAN USAHA ASING Foreign Corporation	21.143.600	0,29

## KRONOLOGIS PENERBITAN DAN PENCATATAN SAHAM

### SHARELISTING AND ISSUANCE CHRONOLOGY

#### Kronologis Penerbitan dan Pencatatan Saham

##### Share Listing and Issuance Chronology

Aksi Korporasi Corporate Action	Tanggal Peristiwa Date	Modal Dasar (Rp miliar) Authorized Capital (Rp billion)	Modal Ditempatkan dan Disetor Penuh (Rp miliar) Issued & Fully Paid Capital (Rp billion)	Nilai Nominal Saham (Rp/lembar saham) Nominal Value per Share (Rp)	Jumlah Lembar Saham yang Dikeluarkan (lembar) Total Share Issued
Sebelum Aksi Korporasi Before Corporate Action		750	583,35	500	1.167.700.000
Peningkatan Modal Dasar Capital Enlargement	9 Oktober 2007 October 9, 2007	2.250	583,35	500	5.838.500.000
Pemecahan Nilai Nominal Saham 1:5 Stock Split 1:5	9 Oktober 2007 October 9, 2007	2.250	583,35	500	5.838.500.000
Penawaran Umum Perdana Sebanyak 20% dari Modal Dasar atau Sebanyak 1.460.0000.0000 Lembar Saham Initial Public Offering (IPO) Amounting to 20% of Authorized Capital or Equivalent to 1,460,000,000 Shares	29-31 Januari 2008 January 29-31, 2008	2.250	729,85	100	7.298.500.000
Mencatatkan Saham Perseroan yang Beredar Sebanyak 7.298.500.000 Lembar Saham di BEI dengan Kode Perdagangan "ELSA" Listed 7,298,500,000 Shares Issued at IDX under "ELSA" Ticker	6 Februari 2008 February 6, 2008	2.250	729,85	100	7.298.500.000
Pembelian Kembali 99.738.000 Lembar Saham dan Mencatatkannya sebagai Saham Treasury Buy Back of 99,738,000 Shares & Recorded Them as Treasury Stocks	13 Oktober 2008 October 13, 2008  12 Januari 2009 January 12, 2009	2.250	729,85	100	7.298.500.000
Menerbitkan Keterbukaan Informasi untuk Melakukan Penjualan Kembali atas Saham Treasury melalui BEI, Efektif Mulai 2 Januari 2012 Published an Information Regarding Sell Back Program on Treasury Stock in IDX, Effectively on January 2, 2012	16 Desember 2011 December 16, 2011	2.250	729,85	100	7.298.500.000
Menerbitkan Keterbukaan Informasi, Perseroan Telah Melakukan Pengalihan/Penjualan atas Seluruh Saham Hasil Pembelian Kembali Published an Information Disclosure Regarding Sell Back of the Company on the Buy Back Program	28 Juni 2013 June 28, 2013	2.250	729,85	100	7.298.500.000



## KRONOLOGIS PENAWARAN UMUM PERDANA SAHAM

Sebelum melakukan Penawaran Umum Perdana Saham, jumlah saham Perseroan adalah 5.838.500.000 lembar, setelah pada tanggal 9 Oktober 2007, Perseroan melakukan Peningkatan Modal Dasar dan Pemecahan Nilai Nominal Saham 1:5, dari jumlah saham Perseroan sebelum melakukan aksi korporasi yang sebesar 1.167.700.000 lembar saham. Pada tanggal 25 Januari 2008, Badan Pengawas Pasar Modal dan Lembaga Keuangan ("Bapepam-LK") menerbitkan Surat Pemberitahuan Efektif Pernyataan Pendaftaran sehubungan dengan Penawaran Umum Saham Perdana Perseroan sebanyak 1.460.000.000 saham. Pada tanggal 6 Februari 2008, saham Perseroan mulai diperdagangkan di Bursa Efek Indonesia (BEI) dengan harga penawaran perdana sebesar Rp400 (nilai penuh) per saham. Per 31 Desember 2020, komposisi Pemegang Saham Perseroan adalah PT Pertamina (Persero) 41,10% (selaku pemegang saham utama dan pengendali Perseroan), Dana Pensiun Pertamina 14,90%, dan Publik (masing-masing kepemilikan kurang dari 5%) 44,00%, seperti yang dapat dilihat pada bagian Komposisi Pemegang Saham yang telah diulas sebelumnya.

## CHRONOLOGY OF PRIMARY GENERAL OFFERING OF SHARES

Prior to Initial Public Offering of Shares, the number of the Company's shares was 5,838,500,000 shares, after on 9 October 2007, the Company carried out an Increase in Authorized Capital and a 1:5 Share Nominal Value Splitting, of the total shares of the Company before carrying out a corporate action of 1,167,700,000 shares. On January 25, 2008, the Capital Market and Financial Institution Supervisory Agency ("Bapepam-LK") issued a Registration Statement Effective Notification regarding the Company's Initial Public Offering of 1,460,000,000 shares. On February 6, 2008, the Company's shares began to be traded on the Indonesia Stock Exchange (IDX) with an initial offering price of Rp400 (full amount) per share. As of December 31, 2020, the composition of the Company's Shareholders is PT Pertamina (Persero) 41.10% (as the main and controlling shareholder of the Company), Dana Pensiun Pertamina 14.90%, and the Public (each ownership is less than 5%) 44.00%, as can be seen in the previous Shareholder Composition section.



## KRONOLOGIS PENERBITAN DAN PENCATATAN EFEK LAINNYA

### CHRONOLOGY OF PUBLISHING AND OTHER SECURITIES LISTING

Elnusa pada Agustus 2020 telah melakukan aksi korporasi dengan menerbitkan Sukuk Ijarah Berkelanjutan I Tahap ke satu 2020 (Sukuk) senilai Rp700 miliar untuk jangka waktu 5 tahun dengan cicilan imbal hasil ijarah sebesar 9.00% (Sembilan persen) per tahun. Penerbitan Sukuk tersebut merupakan yang pertama kali ditawarkan oleh Elnusa dan merupakan tahap awal dari rencana keseluruhan nilai emisi sebesar maksimum Rp1.5 triliun.

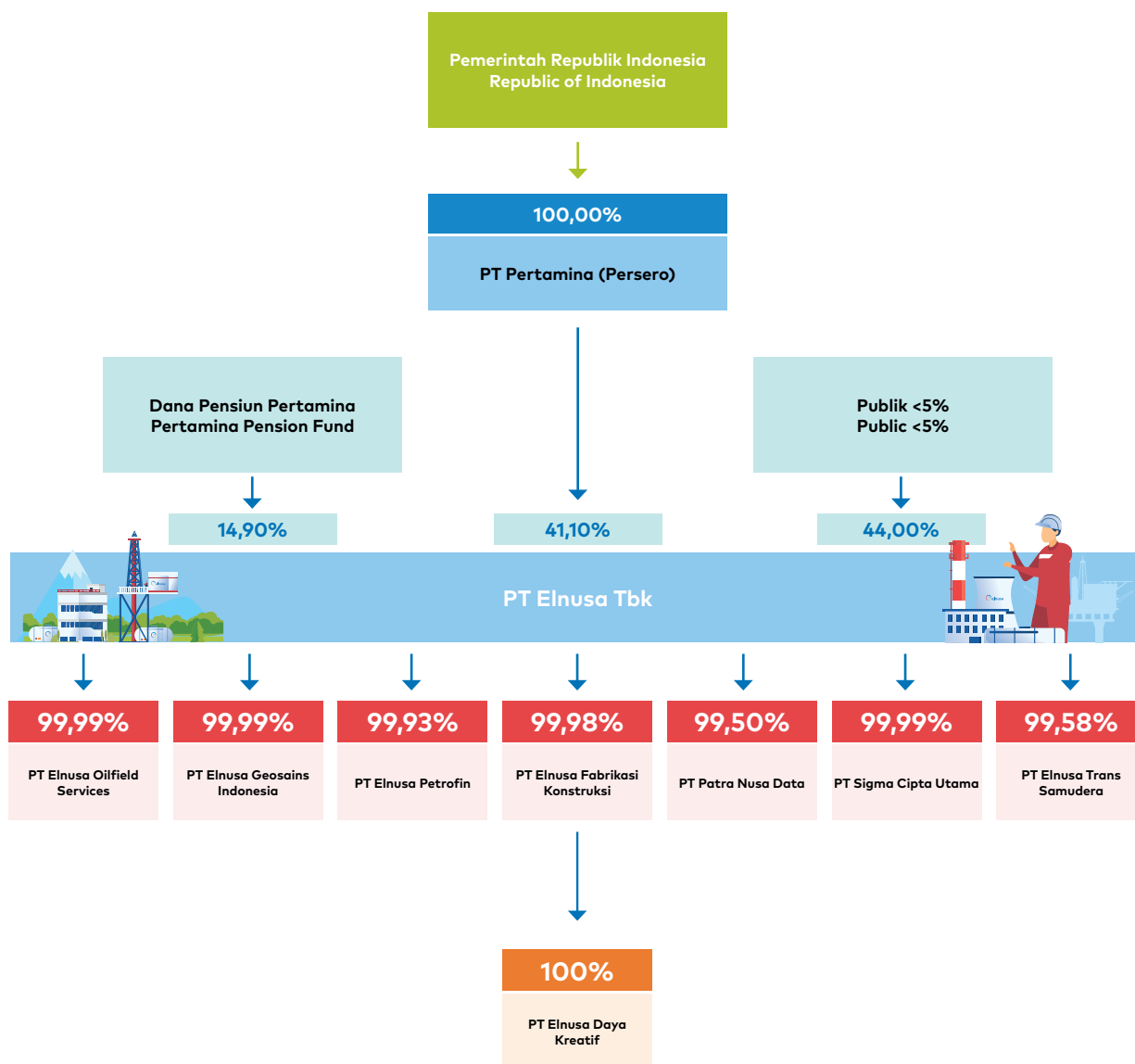
Pada tahap pertama ini, Pefindo memberikan peringkat "idAA-(Sy)". Efek ini dicatatkan pada Bursa Efek Indonesia. Jangka waktu efek yang ditawarkan adalah 5 (lima) tahun sejak tanggal emisi, jatuh tempo pada 11 Agustus 2020.

Elnusa in August 2020 has carried out corporate action by issuing Sukuk Ijarah I Phase I 2020 (Sukuk) of Rp700 billion for a period of 5 years with ijarah installments of 9.00% (nine percent) per year. The issuance of this Sukuk was the first offered by Elnusa and was the first phase of the overall plan for a maximum issuance of Rp1.5 trillion.

In this first phase, Pefindo assigned a "idAA- (Sy)" rating. These securities are listed on the Indonesia Stock Exchange. The term of the securities offered is 5 (five) years from the date of issuance, due on August 11, 2020.

# STRUKTUR GRUP PERSEROAN

## COMPANY GROUP STRUCTURE



■ Entitas Induk Tertinggi  
Ultimate Parent Entity

■ Entitas Anak Tidak Langsung  
Indirect Subsidiaries

■ Entitas Induk Pemegang Saham Utama  
Main Shareholders Entity

■ Entitas Anak Subsidiaries

## KRONOLOGIS PENERBITAN DAN PENCATATAN SAHAM

### SHARELISTING AND ISSUANCE CHRONOLOGY

**HINGGA AKHIR TAHUN 2020, ELNUSA TIDAK MEMILIKI ENTITAS ASOSIASI DAN HANYA MEMILIKI ENTITAS ANAK SERTA VENTURA BERSAMA/KERJA SAMA OPERASI.**

UNTIL THE END OF 2020, ELNUSA HAS NO ASSOCIATED ENTITIES AND ONLY HAS SUBSIDIARIES AND JOINT VENTURES/JOINT OPERATIONS.

Daftar Entitas Anak  
List of Subsidiaries

Nama Name	Bidang Usaha Business Field	Domisili Domicile	Tahun Berdiri Year Established	Tahun Beroperasi Komersial Year Launched	Tahun Penyertaan Modal Year of Equity Participation	Kepemilikan oleh Elnusa Ownership by Elnusa (%)		Jumlah Aset (Rp juta) Total Asset (Rp million)		Status Operasi Operational Status
						2020	2019	2020	2019	
<b>Entitas Anak Kepemilikan Langsung</b> Direct Ownership Subsidiaries										
PT Elnusa Oilfield Services	Jasa Pengeboran dan Pemeliharaan Lapangan Migas Oil and Gas Field Drilling and Maintenance Services	Jakarta	2014	-	2014	99,99%	99,99%	37.648	36.512	Belum Beroperasi Not Working
PT Elnusa Geosains Indonesia	Jasa Akuisisi Data Geofisika/Survei Seismik Migas Geophysical Data Acquisition Services/Oil and Gas Seismic Survey	Jakarta	2014	-	2014	99,99%	99,99%	37.648	11.600	Belum Beroperasi Not Working
PT Elnusa Petrofin	Jasa penyimpanan BBM, pendistribusian BBM, perdagangan BBM Industri & Marine, perdagangan chemicals, perdagangan pelumas & aspal, serta pengelolaan SPBU & SPBE Fuel storage service, fuel distribution, fuel trade for Industry & Marine, chemical trading, lubricant and asphalt trade, and the management of gas stations (SPBU) and LPG filling stations (SPBE)	Jakarta	1996	1997	1996	99,93%	99,93%	2.287.297	1.974.247	Beroperasi Working
PT Elnusa Fabrikasi Konstruksi	Jasa fabrikasi, penguliran dan perdagangan pipa Oil Country Tubular Goods (OCTG), proyek EPC dan Maintenance Services Oil Country Tubular Goods (OCTG) fabrication, threading and trading services (OCTG), EPC projects, and Maintenance Services	Batam	1982	1982	1982	99,98%	99,98%	225.504	162.894	Beroperasi Working

**Daftar Entitas Anak**  
List of Subsidiaries

Nama Name	Bidang Usaha Business Field	Domisili Domicile	Tahun Berdiri Year Established	Tahun Beroperasi Komersial Year Launched	Tahun Penyertaan Modal Year of Equity Participation	Kepemilikan oleh Elnusa Ownership by Elnusa (%)		Jumlah Aset (Rp juta) Total Asset (Rp million)		Status Operasi Operational Status
						2020	2019	2020	2019	
PT Patra Nusa Data	Jasa perolehan lisensi, pengelolaan data migas, data online (pay per use) dan penyimpanan data fisik migas License acquisition services, oil and gas data management, online data (pay per use), and physical data storage for oil and gas	Jakarta	1997	1998	1997	99,50%	99,50%	148.288	141.794	Beroperasi Working
PT Sigma Cipta Utama	Jasa penyimpanan data fisik, pengelolaan data elektronik & sistem informasi, penyimpanan contoh batuan migas, telekomunikasi radio, dan jasa aplikasi sistem IT Physical data storage services, electronic data management and information systems, storage of geological samples, radio telecommunications, IT system application services	Jakarta	1980	1980	1980	99,99%	99,99%	208.030	156.015	Beroperasi Working
PT Elnusa Trans Samudera	Jasa pendukung layanan marine migas Marine oil and gas support services	Jakarta	2013	2013	2013	99,58%	99,58%	522.343	500.169	Beroperasi Working
Entitas Anak Kepemilikan Tidak Langsung (Kepemilikan melalui PT Elnusa Fabrikasi Konstruksi) Indirect Subsidiary Entity (Ownership through PT Elnusa Fabrikasi Konstruksi)										
PT Elnusa Daya Kreatif	Jasa Konsultasi Bidang Manajemen Sumber Daya Manusia Konsultasi Bidang Listrik, & Perdagangan Consulting Services in the Field of Human Resources Management in the Field of Electricity & Trade Consultation	Jakarta	2015	-	2015	99,99%	99,99%	10.001	10.001	Belum Beroperasi Not Working

**Daftar Ventura Bersama/kerja Sama Operasi (KSO)**  
Joint Venture List/Joint Operations (KSO)

Nama Name	Proyek Project	Tahun Kerja Sama Partnership Year	Nama Perusahaan yang Bekerja Sama Name of Collaborating Company	Kepemilikan oleh Elnusa Ownership by Elnusa (%)		Kepemilikan oleh WAS Ownership by WAS (%)		Jumlah Aset Total Asset (Rp-juta)		Status Operasi Operational Status
				2020	2019	2020	2019	2019	2018	
KSO Elnusa- WAS	Jasa pemeliharaan elektrikal dan instrumentasi dari BP Berau Ltd. Electrical and instrumentation maintenance services from BP Berau Ltd.	2016	PT Waskita Adhi Sejahtera (WAS)	51,00%	51,00%	49,00%	49,00%	66.759	77.437	Beroperasi Working

**ENTITAS ANAK****PT ELNUSA OILFIELD SERVICES**

Perusahaan didirikan pada tahun 2014, dengan bidang usaha Jasa Pengeboran dan Pemeliharaan Lapangan Migas.

**SUBSIDIARIES****PT ELNUSA OILFIELD SERVICES**

Established in 2014, with a business field in Oil and Gas Field Drilling and Maintenance Services.

**Komposisi Kepemilikan Saham per 31 Desember 2020**  
**Kepemilikan Saham PT Elnusa terhadap PT ELNUSA OILFIELD SERVICES 99,99%**  
 Share Ownership Composition as of December 31, 2020  
 PT Elnusa's Share Ownership in PT ELNUSA OILFIELD SERVICES 99.00%

**Manajemen Kunci per 31 Desember 2020**  
 Key Management as of December 31, 2020

Dewan Komisaris	Arief Rlyanto	Board of Commissioners
Direksi	Dian Sri Santoso	Board of Directors

**Kinerja Keuangan 2019-2020**  
 Financial Performance 2019-2020

Uraian	2020 (Rp juta) (Rp million)	2019 (Rp juta) (Rp million)	Pertumbuhan 2019-2020 Growth 2019-2020 (%)	Description
Pendapatan	4.046	4.046	0,01%	Income
Beban Usaha	3.420	3.611	-5,30%	Operating Expenses
Laba Bersih	1.135	1.462	-22,37%	Net Profit
Aset	37.648	36.512	3,11%	Asset
Liabilitas	43	43	-0,21%	Liability
Ekuitas	37.605	36.469	3,11%	Equity

**PT ELNUSA GEOSAINS INDONESIA**

Perusahaan yang didirikan pada tahun 2014 yang memiliki bidang usaha atas Jasa Akuisisi Data Geofisika/Survei Seismik Migas.

**PT ELNUSA GEOSAINS INDONESIA**

Established in 2014 which has a business sector in Geophysical Data Acquisition Services/Oil and Gas Seismic Survey.

**Komposisi Kepemilikan Saham per 31 Desember 2020**  
**Kepemilikan saham PT Elnusa terhadap PT ELNUSA GEOSAINS INDONESIA 99,99%**  
 Share Ownership Composition as of December 31, 2020  
 PT Elnusa's Share Ownership in PT ELNUSA GEOSAINS INDONESIA 99.99%

**Manajemen Kunci per 31 Desember 2020**  
 Key Management as of December 31, 2020

Dewan Komisaris	Hery Setiawan	Board of Commissioners
Direksi	Sopyan Mardiana	Board of Directors

**Kinerja Keuangan 2019-2020**  
Financial Performance 2019-2020

Uraian	2020 (Rp juta) (Rp million)	2019 (Rp juta) (Rp million)	Pertumbuhan 2019-2020 Growth 2019-2020 (%)	Description
Pendapatan	0	0		Income
Beban Usaha	330	359	-8,09%	Operating Expenses
Laba Bersih	(93)	(668)	-86,11%	Net Profit
Aset	37.648	11.600	224,55%	Asset
Liabilitas	0	0		Liabilities
Ekuitas	11.508	11.600	-0,79%	Equity

### PT ELNUSA PETROFIN

PT Elnusa Petrofin (Perusahaan) didirikan berdasarkan Akta Notaris Ny. Pudji Redjeki Irawati, S.H., No. 57 tanggal 5 Juli 1996. Akta pendirian ini disahkan oleh Menteri Kehakiman Republik Indonesia berdasarkan Surat Keputusan No. C2-4.559.HT.01.01.TH.97 tanggal 3 Juni 1997. Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, terakhir berdasarkan Akta Notaris No. 10 tanggal 30 September 2019 oleh Notaris Ulia Azhar, S.H., Mkn. Akta tersebut telah diberitahukan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dan memperoleh surat penerimaan pemberitahuan No. AHU-00773.AH.01.02 tahun 2019 tanggal 3 Oktober 2019.

Saat ini, Perusahaan melakukan aktivitas usaha meliputi pengelolaan Stasiun Pengisian Bahan Bakar Umum (SPBU), dan Depo, jasa transportasi dan pengelolaan truk tangki serta perdagangan Bahan Bakar Minyak (BBM), pelumas dan bahan kimia.

### PT ELNUSA PETROFIN

PT Elnusa Petrofin (the "Company") was established based on the Notary Deed Ny. Pudji Redjeki Irawati, S.H., No. 57 dated July 5, 1996. This deed of establishment was approved by the Minister of Justice of the Republic of Indonesia based on Decree No. C2-4.559.HT.01.01.TH.97 dated June 3, 1997. The Company's Articles of Association have been amended several times, most recently based on the Notary Deed No. 10 dated September 30, 2019 by Notary Ulia Azhar, SH., Mkn. The deed has been notified to the Minister of Law and Human Rights of the Republic of Indonesia and obtained a letter of receipt of notification No. AHU-00773.AH.01.02 in 2019 dated October 3, 2019.

Currently, the Company is engaged in business activities including management of public refueling stations ("SPBU") and Depots, transportation services and tanker truck management as well as trading of fuel oil ("BBM"), lubricants and chemicals.

**Komposisi Kepemilikan Saham per 31 Desember 2020**  
Share Ownership Composition as of December 31, 2020

Pemegang Saham Shareholders	Jumlah Saham Ditempatkan dan Disetor Penuh Number of Share Issued and Fully Paid	Persentase Kepemilikan Percentage of Ownership	Jumlah Total
PT Elnusa Tbk	207.350	99,93%	207.350.000
PT Elnusa Trans Samudra	150	0,07%	150.000
<b>Jumlah Total</b>	<b>207.500</b>	<b>100,00%</b>	<b>20.750.000</b>

### Manajemen Kunci per 31 Desember 2020

Key Management as of December 31, 2020

Dewan Komisaris	Agus Maulana	Board of Commissioners
	Djoko Siswanto	
Direksi	Haris Syahrudin	Board of Directors
	Aditya Dewobroto	
	Nurkholis	

### Kinerja Keuangan 2019-2020

Financial Performance 2019-2020

Uraian	2020 (Rp juta) (Rp million)	2019 (Rp juta) (Rp million)	Pertumbuhan 2019-2020 Growth 2019-2020 (%)	Description
Pendapatan	3.786.529	4.364.089	-13,23%	Income
Beban Usaha	3.496.908	3.991.725	-12,40%	Operating Expenses
Laba Bersih	222.677	271.344	-17,94%	Net Profit
Aset	2.294.157	1.974.247	16,20%	Asset
Liabilitas	1.339.899	1.107.918	20,94%	Liabilities
Ekuitas	954.257	866.329	10,15%	Equity

#### PT ELNUSA FABRIKASI KONSTRUKSI

PT ELnusa Fabrikasi Konstruksi (EFK) didirikan berdasarkan Akta No. 15 oleh Notaris Sinta Susikto, S.H. tanggal 7 Mei 1982. Pendirian EFK telah memperoleh pengesahan dari menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. C2-5406 HT.01.01 TH 83 Tanggal 6 Agustus 1983. Anggaran Dasar Perusahaan terakhir berdasarkan Akta Notaris No. 43 tanggal 26 Juni 2018 dari Taufani, S.H. Terkait peningkatan modal ditempatkan dan disetor Perusahaan. Perubahan ini telah diterima oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Penerimaan Pemberitahuan Perubahan Anggaran Dana Perusahaan No. AHU-AH.01.03-0216838 tanggal 29 Juni 2018. Saat ini Perusahaan bergerak dalam bidang jasa penguliran pipa dan penjualan pipa. Pembuatan *connector*, *coupling*, dan peralatan lainnya yang digunakan untuk pengeboran minyak dan gas bumi.

#### PT ELNUSA CONSTRUCTION FABRICATION

PT ELnusa Construction Fabrication (EFK) was established based on Deed No. 15 made before Notary Sinta Susikto, SH dated May 7, 1982. The establishment of EFK was approved by the Minister of Justice of the Republic of Indonesia through Decree No. C2-5406 HT.01.01 TH 83 dated August 6, 1983. The latest Company's Articles of Association were based on Deed No. 43 dated June 26, 2018 made before Aulia Taufani SH. Related to the increase in issued and paid-up capital of the Company. This amendment has been accepted by the Minister of Law and Human Rights of the Republic of Indonesia through the Receipt of Notification on Amendments to the Company's Dadar Budget No. AHU-AH.01.03-0216838 dated June 29, 2018. Currently, the Company is engaged in pipe bending and pipe sales services. Manufacture of connectors, couplings, and other equipment used for oil and gas drilling.



**Komposisi Kepemilikan Saham per 31 Desember 2020**  
Share Ownership Composition as of December 31, 2020

Pemegang Saham Shareholders	Jumlah Saham Ditempatkan dan Disetor Penuh Number of Share Issued and Fully Paid	Persentase Kepemilikan Percentage of Ownership	Jumlah Total
PT Elnusa Tbk	443.851	99,98%	44.385.100.000
Drs. Anas Mappe Siri	68	0,02%	6.800.000
<b>Jumlah Total</b>	<b>443.919</b>	<b>100,00%</b>	<b>44.391.900.000</b>

**Manajemen Kunci per 31 Desember 2020**  
Key Management as of December 31, 2020

Dewan Komisaris	Arief Rlyanto	Board of Commissioners
Direksi	Estadi Budiartman Dani Zaenal Mutaqin	Board of Directors

**Kinerja Keuangan 2019-2020**  
Financial Performance 2019-2020

Uraian	2020 (Rp juta) (Rp million)	2019 (Rp juta) (Rp million)	Pertumbuhan 2019-2020 Growth 2019-2020 (%)	Description
Pendapatan	363.156	277.614	30,81%	Income
Beban Usaha	351.206	264.487	32,79%	Operating Expenses
Laba Bersih	7.822	8.609	-9,14%	Net Profit
Aset	223.121	162.894	36,97%	Asset
Liabilitas	154.596	102.503	50,82%	Liabilities
Ekuitas	68.525	60.391	13,47%	Equity

**PT PATRA NUSA DATA**

PT Patra Nusa Data (Perusahaan) didirikan pada tanggal 4 November 1997 berdasarkan Akta Pendirian No. 5 dari Notaris Pudji Redjeki Irawati, S.H., yang kemudian diubah dan diperbaiki dengan Akta Notaris No. 15 tanggal 12 Mei 1999 dari notaris yang sama. Perubahan akta pendirian Perusahaan tersebut telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. C2-15964 HT.01.01 tanggal 3 Desember 1999 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 96 dan Tambahan Lembaran Negara No. 8044 tanggal 30 November 1999. Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan. Perubahan Anggaran Dasar terakhir berdasarkan keputusan pemegang saham yang dinyatakan dalam Akta Notaris Pudji Redjeki Irawati, S.H. No. 66 tanggal 23 Maret 2009 mengenai tempat kedudukan

**PT PATRA NUSA DATA**

PT Patra Nusa Data (the "Company") was established on November 4, 1997 based on the Deed of Establishment No. 5 from Notary Pudji Redjeki Irawati, S.H., Which was later amended and corrected by Notary Deed No. 15 dated 12 May 1999 from the same notary. The amendment to the deed of establishment of the company was approved by the Minister of Justice of the Republic of Indonesia through Decree No. C2-15964 HT.01.01 dated December 3, 1999 and has been announced in the State Gazette of the Republic of Indonesia No. 96 and Supplement to the State Gazette No. 8044 dated November 30, 1999. The Company's Articles of Association have been amended several times. The latest amendment to the Articles of Association based on the shareholder's decision stated in the Notary Deed of Pudji Redjeki Irawati, S.H. No. 66

Perusahaan yang semula berkedudukan di Jakarta Utara berubah menjadi Jakarta Selatan. Perubahan Anggaran Dasar ini telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan No. AHU-32475.AH.01.02 tanggal 13 Juli 2009. Ruang lingkup kegiatan Perusahaan meliputi usaha dalam bidang jasa perolehan dan pengelolaan data minyak dan gas bumi yang mencakup studi perencanaan dan kelayakan, pembuatan sistem informasi dan proses pengelolaan data, konsultasi pengelolaan data serta mendapatkan data spasial melalui kegiatan foto udara/citra satelit.

dated 23 March 2009 regarding the domicile of the Company which was originally domiciled in North Jakarta changed to South Jakarta. This amendment to the Articles of Association has been approved by the Minister of Law and Human Rights based on Decree No. AHU-32475.AH.01.02 dated July 13, 2009. The scope of activities of the Company includes businesses in the field of oil and gas data collection and management services including planning and feasibility studies, manufacturing information systems and data management processes, consulting data management and obtaining data. spatial through aerial photography/satellite imagery.

#### Komposisi Kepemilikan Saham per 31 Desember 2020

Share Ownership Composition as of December 31, 2020

Pemegang Saham Shareholders	Jumlah Saham Ditempatkan dan Disetor Penuh Number of Share Issued and Fully Paid	Persentase Kepemilikan Percentage of Ownership	Jumlah Total
PT Elnusa Tbk	19.900	99,5%	597.000
PT Elnusa Trans Samudra	100	0,5%	3.000
<b>Jumlah Total</b>	<b>20.000</b>	<b>100,00%</b>	<b>600.000</b>

#### Manajemen Kunci per 31 Desember 2020

Key Management as of December 31, 2020

Dewan Komisaris	Arief Riyanto	Board of Commissioners
Direksi	Dian Nugrahaningsih	Board of Directors

#### Kinerja Keuangan 2019-2020

Financial Performance 2019-2020

Uraian	2020 (Rp juta) (Rp million)	2019 (Rp juta) (Rp million)	Pertumbuhan 2019- 2020 Growth 2019-2020 (%)	Description
Pendapatan	63.166	47.420	33%	Income
Beban Usaha	58.824	43.491	35%	Operating Expenses
Laba Bersih	3.992	1.780	124%	Net Profit
Aset	148.288	141.794	5%	Asset
Liabilitas	13.470	13.196	2%	Liability
Ekuitas	134.818	128.598	5%	Equity

### PT SIGMA CIPTA UTAMA

PT Sigma Cipta Utama (SCU) yang merupakan anak perusahaan dari Elnusa telah didirikan sejak 8 April 1980. Perusahaan bisnis dimulai dengan manajemen data di industri minyak dan gas. Konsisten dengan Kebijakan Holding Company Elnusa, SCU ditunjuk sebagai satu-satunya anak tunggal yang bertanggung jawab atas Manajemen Data di Elnusa Group. Sejak November 2007 PT Elnusa Telematika berpengalaman dalam bidang telematika (sejak 1984) dan PT Elnusa Rentrakom berpengalaman dalam bidang telekomunikasi (sejak 1997), bergabung dengan SCU untuk memperkuat dan melengkapi kompetensi dan perusahaan bisnis di bidang Jasa Manajemen Data.

### PT SIGMA CIPTA UTAMA

PT Sigma Cipta Utama (SCU) is a subsidiary of Elnusa has been established since April 8, 1980. The company started its business with data management in the oil and gas industry. Consistent with Elnusa's Holding Company Policy, SCU is appointed as the only subsidiary responsible for Data Management in the Elnusa Group. Since November 2007 PT Elnusa Telematics has experience in telematics (since 1984) and PT Elnusa Rentrakom has experience in telecommunications (since 1997), joined SCU to strengthen and complement competencies and business companies in the field of Data Management Services.

#### Komposisi Kepemilikan Saham per 31 Desember 2020 Share Ownership Composition as of December 31, 2020

Pemegang Saham Shareholders	Jumlah Saham Ditempatkan dan Disetor Penuh Number of Share Issued and Fully Paid	Persentase Kepemilikan Percentage of Ownership	Jumlah Total
PT Elnusa Tbk	1.155.450	99,99%	115.545.000.000
Ir. Sakti Tamat	150	0,01%	15.000.000
<b>Jumlah Total</b>	<b>0,42%</b>	<b>100,00%</b>	<b>115.560.000.000</b>

#### Manajemen Kunci per 31 Desember 2020 Key Management as of December 31, 2020

Dewan Komisaris	Tenny Elfrida	Board of Commissioners
Direksi	Dian Nugrahaningsih	Board of Directors

#### Kinerja Keuangan 2019-2020 Financial Performance 2019-2020

Uraian	2020 (Rp juta) (Rp million)	2019 (Rp juta) (Rp million)	Pertumbuhan 2019-2020 Growth 2019-2020 (%)	Description
Pendapatan	143.325	103.554	38%	Income
Beban Usaha	123.201	86.741	42%	Operating Expenses
Laba Bersih	14.515	12.012	21%	Net Profit
Aset	208.030	156.015	33%	Asset
Liabilitas	69.116	31.689	118%	Liabilities
Ekuitas	138.914	124.326	12%	Equity

**PT ELNUSA TRANS SAMUDERA**

PT Elnusa Trans Samudera (ETSA) didirikan berdasarkan Akta No. 01 oleh Notaris Ariani L Rachim, S.H. tanggal 8 November 2013 dan telah memperoleh pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. AHU-64876.AH.01.01 Tahun 2013 tanggal 11 Desember 2013. Anggaran dasar telah mengalami beberapa kali perubahan, terakhir berdasarkan Akta Notaris Uliya Azhar SH M.Kn No. 10 tanggal 20 September 2017 mengenai perubahan pasal 3 Anggaran dasar Perseroan. Perubahan Anggaran Dasar tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Keputusan No. AHU-0019420.AH.01.02 tahun 2017 tanggal 22 September 2017. Adapun perubahan tersebut mencakup ruang lingkup kegiatan bergerak dalam bidang pelayaran dalam negeri meliputi jasa penyewaan kapal laut dan jasa perkapalan perusahaan pelayaran, jasa pelayaran, jasa angkutan moda laut dalam negeri dan luar negeri, dan jasa maritim.

**PT ELNUSA TRANS SAMUDERA**

PT Elnusa Trans Samudera (ETSA) was established based on Deed No. 01 made before notary Ariani L Rachim SH dated November 8, 2013 and was approved by the Minister of Justice of the Republic of Indonesia through Decree No. AHU-64876.AH.01.01 of 2013 dated December 11, 2013. The articles of association have experienced several changes, most recently based on the Deed No. 10 dated September 20, 2017 regarding amendments to Article 3 of the Company's Articles of Association. The amendment to the Articles of Association was approved by the Minister of Law and Human Rights of the Republic of Indonesia based on Decree No. AHU-0019420.AH.01.02 of 2017 dated September 22, 2017. The amendment covers the scope of activities engaged in domestic shipping including ship charter services and shipping agency of shipping companies, shipping services, domestic and foreign marine transport services and maritime services.

**Komposisi Kepemilikan Saham per 31 Desember 2020**  
Share Ownership Composition as of December 31, 2020

Pemegang Saham Shareholders	Jumlah Saham Ditempatkan dan Disetor Penuh Number of Share Issued and Fully Paid	Persentase Kepemilikan Percentage of Ownership	Jumlah Total
PT Elnusa Tbk	273.630	99,58%	273.630.000
PT Elnusa Fabrikasi Konstruksi	1.143	0,42%	1.143.000
<b>Jumlah Total</b>	<b>274.773</b>	<b>100,00%</b>	<b>274.773.000</b>

**Manajemen Kunci per 31 Desember 2020**  
Key Management as of December 31, 2020

Dewan Komisaris	Tenny Elfrida	Board of Commissioners
Direksi	Didik Purwanto	Board of Directors

**Kinerja Keuangan 2019-2020**  
Financial Performance 2019-2020

Uraian	2020 (Rp juta) (Rp million)	2019 (Rp juta) (Rp million)	Pertumbuhan 2019-2020 Growth 2019-2020 (%)	Description
Pendapatan	682.835	364.429	87,4%	Income
Beban Usaha	627.363	334.834	87,4%	Operating Expenses
Laba Bersih	45.550	29.009	57,02%	Net Profit
Aset	522.343	500.169	4,43%	Asset
Liabilitas	115.936	124.807	-7,11%	Liabilities
Ekuitas	406.407	375.362	8,27%	Equity

#### PT ELNUSA DAYA KREATIF

Yang merupakan anak perusahaan dari PT Elnusa Fabrikasi dan Konstruksi telah didirikan sejak 6 Maret 2015. Saat ini belum beroperasi.

#### PT ELNUSA DAYA KREATIF

PT Elnusa Daya Kreatif (EDK) which is a subsidiary of PT Elnusa Fabrikasi dan Konstruksi has been established since March 6, 2015. Currently, it is not operation yet.

## ALAMAT ENTITAS ANAK DAN/ ATAU KANTOR CABANG ATAU KANTOR PERWAKILAN

ADDRESSES OF SUBSIDIARIES AND/OR BRANCH OFFICES OR REPRESENTATIVE OFFICES

### KANTOR PUSAT Head Office

#### PT Elnusa Tbk

Graha Elnusa 16<sup>th</sup> Floor  
Jl. TB Simatupang Kav. 1B  
Jakarta 12560 - Indonesia  
Telepon: +62 21-7883 0850 (Hunting)  
Faksimili: +62 21-7883 0907  
Surel: [corporate@elnusa.co.id](mailto:corporate@elnusa.co.id) / [marketing@elnusa.co.id](mailto:marketing@elnusa.co.id)  
Situs Web: [www.elnusa.co.id](http://www.elnusa.co.id)

### LINI BISNIS Business Lines

#### Geoscience & Reservoir Services

Graha Elnusa 15<sup>th</sup> Floor  
Jl. TB Simatupang Kav. 1B  
Jakarta 12560 - Indonesia  
Telepon: +62 21-7883 0850 (Hunting)  
Faksimili: +62 21-7883 1072

#### Production, Operation & Maintenance Services

Graha Elnusa 15<sup>th</sup> Floor  
Jl. TB Simatupang Kav. 1B  
Jakarta 12560 - Indonesia  
Telepon: +62 21-7883 0850 (Hunting)  
Faksimili: +62 21-7884 5507

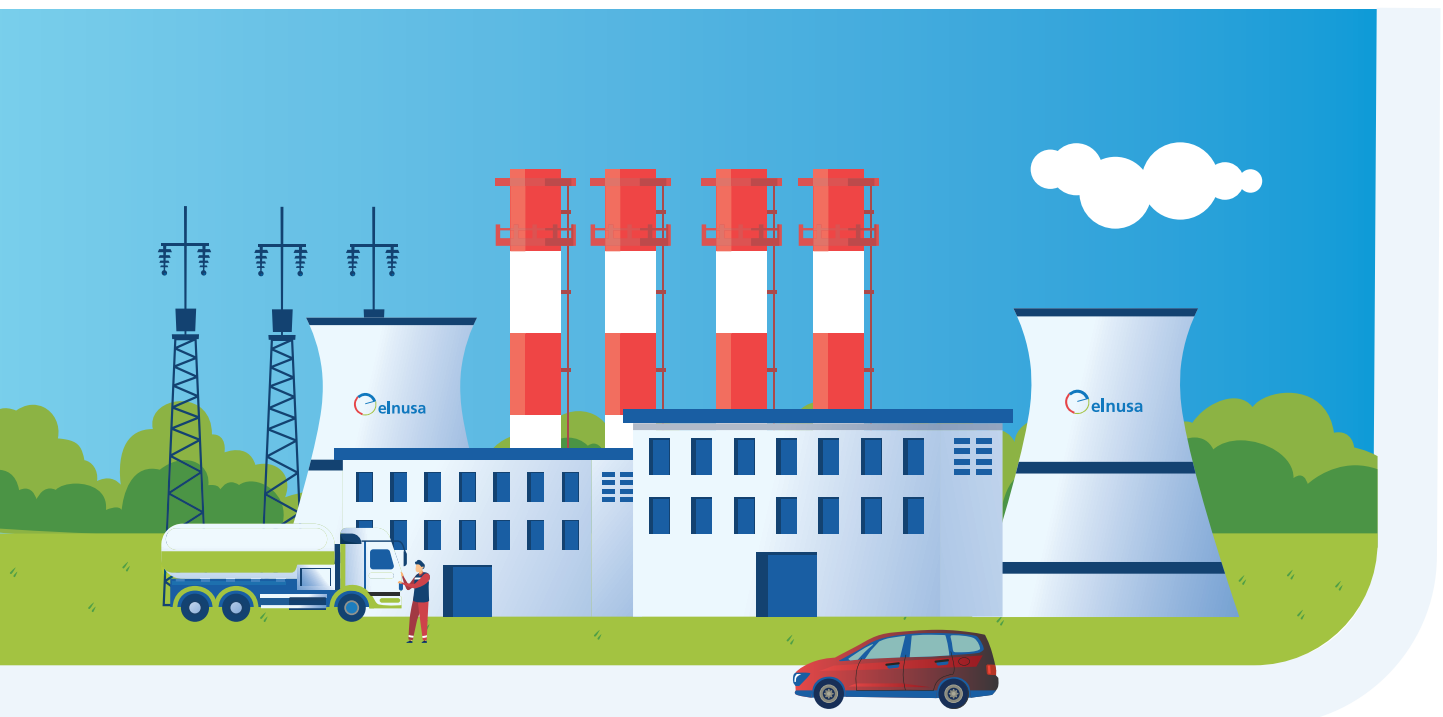
### KANTOR CABANG ATAU KANTOR PERWAKILAN Branch or Representative Offices

#### Balikpapan Representative Office

Jl. Mulawarman No. 91, Batakan  
Balikpapan 76116 - Indonesia  
Telepon: +62 542-770 139, 770 169

#### Cirebon Representative Office

Perumahan Pertamina Klayan  
Jl Kedondong  
Blok B33-B34  
Cirebon



## ALAMAT ENTITAS ANAK PERUSAHAAN Subsidiaries Address

### PT Elnusa Geosains Indonesia

Graha Elnusa 15<sup>th</sup> floor  
Jl. TB Simatupang Kav. 1B  
Jakarta 12560 - Indonesia  
Telepon: +62 21-7883 0850 (Hunting)  
Faksimili: +62 21-7883 1072

### PT Elnusa Oilfield Services

Graha Elnusa 15<sup>th</sup> floor  
Jl. TB Simatupang Kav. 1B  
Jakarta 12560 - Indonesia  
Telepon: +62 21-7883 0850 (Hunting)  
Faksimili: +62 21-7884 5507

### PT Elnusa Fabrikasi Konstruksi

Head Office  
Jl. Tenggiri No. 2 Batu Ampar  
Batam Island - Indonesia  
Telepon: +62 778-412 152  
Faksimili: +62 778-412 151  
Surel: [marketing.efk@elnusa.co.id](mailto:marketing.efk@elnusa.co.id)  
Situs Web: [www.elnusa-konstruksi.co.id](http://www.elnusa-konstruksi.co.id)

Graha Elnusa 2<sup>nd</sup> Floor  
Jl. TB Simatupang Kav. 1B  
Jakarta 12560 - Indonesia  
Telepon: +62 21-7884 3713, 7884  
5519,7884 6437, 7884 7014  
Faksimili: +62 21-7884 5522

### PT Elnusa Petrofin

Graha Elnusa 14<sup>th</sup> Floor  
Jl. TB Simatupang Kav. 1B  
Jakarta 12560 - Indonesia  
Telepon: +62 21-7883 0860 (Hunting)  
Faksimili: +62 21-7883 0853  
Surel: [marketing-epn@elnusa.co.id](mailto:marketing-epn@elnusa.co.id) / [epn.corporate@elnusa.co.id](mailto:epn.corporate@elnusa.co.id)  
Situs Web: [www.elnusapetrofin.co.id](http://www.elnusapetrofin.co.id)

### PT Sigma Cipta Utama

Graha Elnusa 2<sup>nd</sup> Floor  
Jl. TB Simatupang Kav. 1B  
Jakarta 12560 - Indonesia  
Telepon: +62 21-7883 0856 (Hunting)  
Faksimili: +62 21-7883 0857  
Surel: [marketing-scu@elnusa.co.id](mailto:marketing-scu@elnusa.co.id)  
Situs Web: [www.scu.co.id](http://www.scu.co.id)

Head Office  
Taman Tekno BSD  
Tekno I Blok B5-B7 Sektor XI  
Tangerang 15314 - Indonesia  
Telepon: +62 21-7587 1955  
Faksimili: +62 21-7587 1933 / +62 21-7587 1755

### PT Patra Nusa Data

Graha Elnusa 2<sup>nd</sup> Floor  
Jl. TB Simatupang Kav. 1B  
Jakarta 12560 - Indonesia  
Telepon: +62 21-7816 770  
Faksimili: +62 21-7816 775  
Surel: [marketing@patranusa.com](mailto:marketing@patranusa.com)  
[pnd@patranusa.com](mailto:pnd@patranusa.com)  
Situs Web: [www.patranusa.com](http://www.patranusa.com)

Head Office  
Taman Tekno BSD XI Blok G2/1  
Tangerang 15314 - Indonesia  
Telepon: +62 21-7588 2510  
Faksimili: +62 21-7588 2511

### PT Elnusa Trans Samudera

Graha Elnusa (Ex. Dana Pensiun Elnusa)  
Jl. TB Simatupang Kav. 1B  
Jakarta 12560 - Indonesia  
Telepon: +62 21 - 78846667  
Faksimili: +62 21 - 78846669  
Situs Web: [www.etsa.co.id](http://www.etsa.co.id)

## VENTURA BERSAMA/KERJA SAMA OPERASI (KSO) JOINT VENTURE/OPERATION COOPERATION

### KSO Elnusa-WAS

Graha Elnusa 2<sup>nd</sup> Floor  
Jl. TB Simatupang Kav.1B  
Jakarta 12560 - Indonesia  
Telepon/ Telephone : +6221-7883 0850 (Hunting)

### KSO Elnusa-RAGA

Graha Elnusa 2<sup>nd</sup> Floor  
Jl. TB Simatupang Kav.1B  
Jakarta 12560 - Indonesia  
Telepon/ Telephone : +6221-7883 0850 (Hunting)



# WILAYAH OPERASIONAL

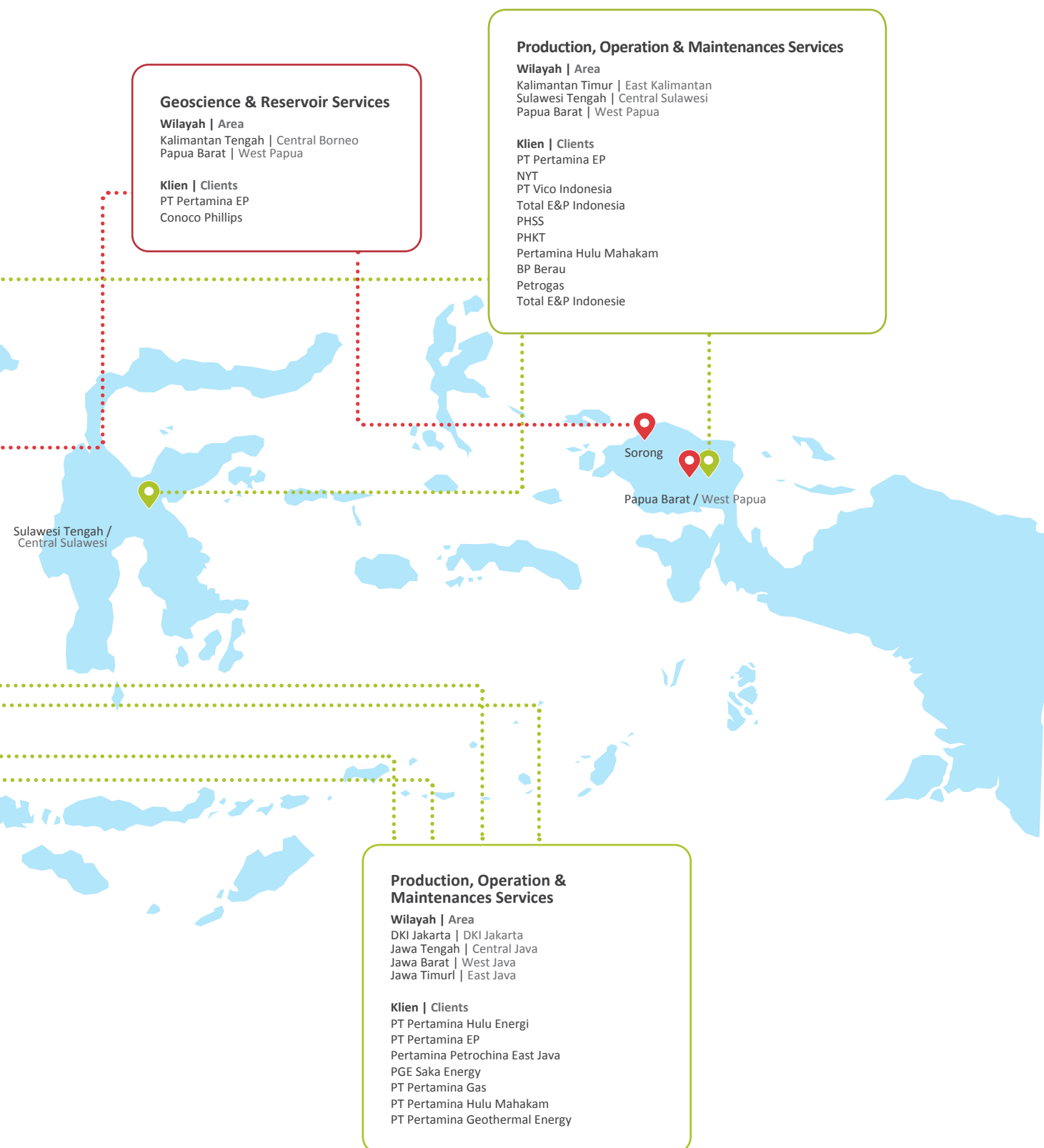
## OPERATIONAL AREA

### WILAYAH OPERASI JASA HULU MIGAS

Operational Area of Upstream Oil & Gas Services







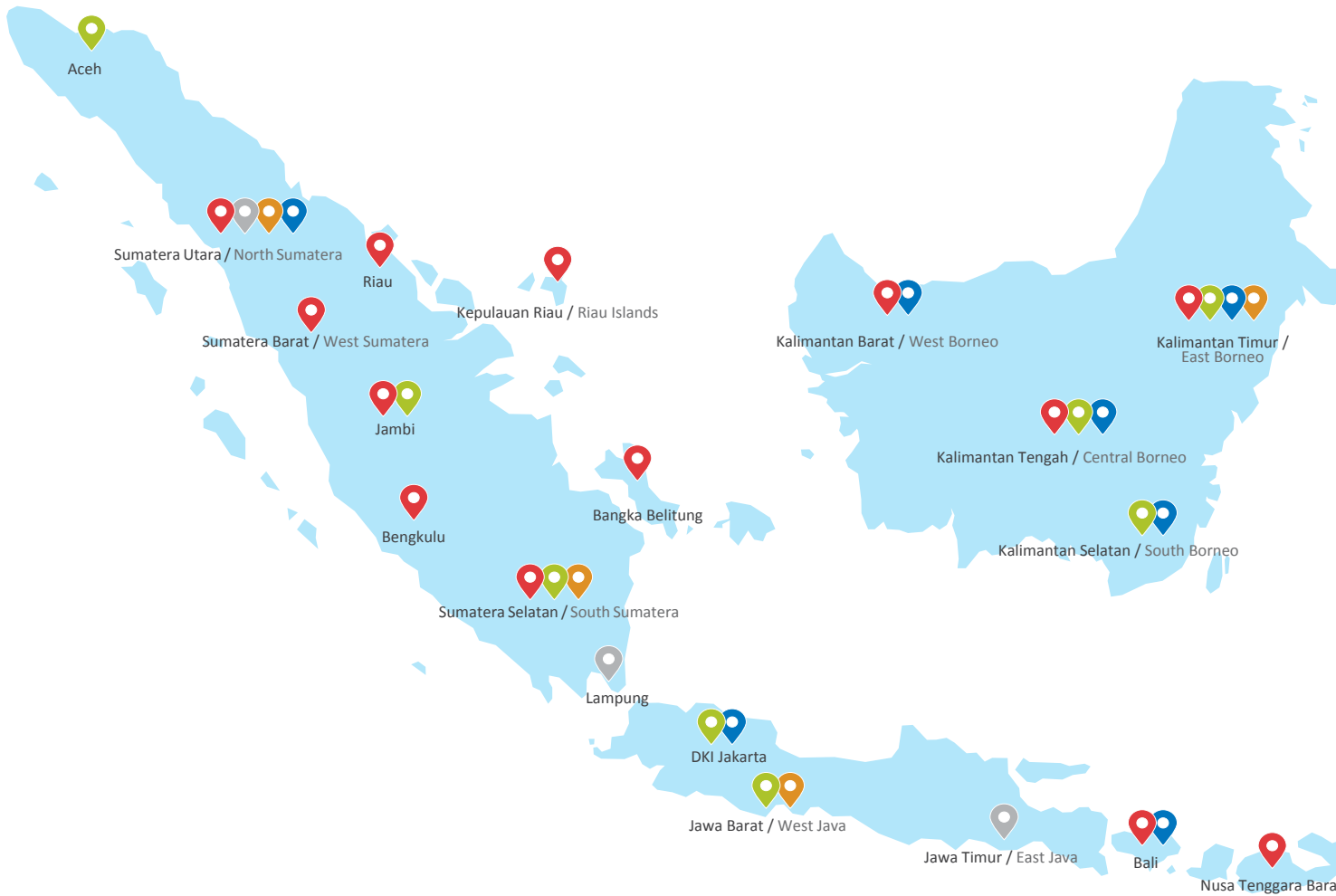
**Geoscience & Reservoir Services**  
**Wilayah | Area**  
 Kalimantan Tengah | Central Borneo  
 Papua Barat | West Papua  
**Klien | Clients**  
 PT Pertamina EP  
 Conoco Phillips

**Production, Operation & Maintenance Services**  
**Wilayah | Area**  
 Kalimantan Timur | East Kalimantan  
 Sulawesi Tengah | Central Sulawesi  
 Papua Barat | West Papua  
**Klien | Clients**  
 PT Pertamina EP  
 NYT  
 PT Vico Indonesia  
 Total E&P Indonesia  
 PHSS  
 PHKT  
 Pertamina Hulu Mahakam  
 BP Berau  
 Petrogas  
 Total E&P Indonesia

**Production, Operation & Maintenance Services**  
**Wilayah | Area**  
 DKI Jakarta | DKI Jakarta  
 Jawa Tengah | Central Java  
 Jawa Barat | West Java  
 Jawa Timur | East Java  
**Klien | Clients**  
 PT Pertamina Hulu Energi  
 PT Pertamina EP  
 Pertamina Petrochina East Java  
 PGE Saka Energy  
 PT Pertamina Gas  
 PT Pertamina Hulu Mahakam  
 PT Pertamina Geothermal Energy

## WILAYAH OPERASI JASA DISTRIBUSI &amp; LOGISTIK ENERGI

Operational Area of Energy Distribution &amp; Logistics Services



### Transportasi BBM / Fuel Fleet Management

#### Sumatera

1. Aceh
2. Sumatera Utara  
North Sumatera
3. Riau
4. Jambi
5. Bangka Belitung
6. Sumatera Selatan  
South Sumatera
7. Bengkulu
8. Sumatera Barat  
West Sumatera

#### Sulawesi

1. Sulawesi Utara  
North Sulawesi
2. Sulawesi Tengah  
Central Sulawesi
3. Sulawesi Tenggara  
Southeast Sulawesi
4. Sulawesi Selatan  
South Sulawesi
5. Gorontalo

#### Kalimantan

1. Kalimantan Barat  
West Kalimantan
2. Kalimantan Timur  
East Kalimantan
3. Kalimantan Selatan  
South Kalimantan

#### Bali

1. Bali

#### Nusa Tenggara

1. Nusa Tenggara Barat  
West Nusa Tenggara
2. Nusa Tenggara Timur  
East Nusa Tenggara

#### Papua & Maluku

1. Papua
2. Maluku

### Pengelolaan Depot / Depot Management

#### Sumatera

1. Aceh
2. Jambi
3. Sumatera Selatan  
South Sumatera

#### Jawa

1. DKI Jakarta

#### Kalimantan

1. Kalimantan Tengah  
Central Kalimantan
2. Kalimantan Timur  
East Kalimantan
3. Kalimantan Selatan  
South Kalimantan

#### Papua

1. Papua



**Pengelolaan DPPU**  
/ DPPU Management

- Sumatera**
  1. Sumatera Utara / North Sumatera
  2. Lampung
- Jawa**
  1. Jawa Timur / East Java

**Perdagangan Chemical /**  
Chemical Trading

- Sumatera**
  1. Sumatera Utara / North Sumatera
  2. Sumatera Selatan / South Sumatera
  3. Kepulauan Riau / Riau Islands
  4. Sumatera Bagian Tengah / Central Sumatera
- Jawa**
  1. Jawa Barat / West Java
  2. Jawa Tengah / Central Java
  3. Jawa Timur / East Java
- Kalimantan**
  1. Kalimantan Timur / East Kalimantan
  2. Kalimantan Selatan / South Kalimantan

**Perdagangan BBM Inmar /**  
Fuel Inmar Trading

- Sumatera**
  1. Sumatera Sumatera
- Jawa**
  1. DKI Jakarta & Jawa / DKI Jakarta & Java
- Kalimantan**
  1. Kalimantan Tengah / Central Kalimantan
  2. Kalimantan Timur / East Kalimantan
  3. Kalimantan Barat / West Kalimantan
  4. Kalimantan Selatan / South Kalimantan
- Bali & Nusa Tenggara**
  1. Bali
  2. Nusa Tenggara
- Sulawesi**
  1. Sulawesi

## WILAYAH OPERASI JASA PENUNJANG

Operational Area of Support Services



## Data Management

## Geo IT Business

1. Jambi
2. Sumatera Selatan  
South Sumatera
3. DKI Jakarta

Geodata Business  
Sumatera:

1. Aceh
2. Sumatera Utara  
North Sumatera
3. Kepulauan Riau  
Riau Islands
4. Sumatera Selatan  
South Sumatera
5. Lampung
6. Sumatera Barat  
West Sumatera

## Kalimantan:

1. Kalimantan Utara  
North Kalimantan
2. Kalimantan Timur  
East Kalimantan
3. Kalimantan Selatan  
South Kalimantan

## Jawa &amp; Bali:

1. Jawa Barat  
West Java
2. Jawa Tengah  
Central Java
3. Jawa Timur  
East Java
4. Bali
5. Banten

## Sulawesi:

1. Sulawesi Selatan  
South Sulawesi

## Nusa Tenggara:

1. Nusa Tenggara Barat  
West Nusa Tenggara
2. Nusa Tenggara Timur  
East Nusa Tenggara

## Papua &amp; Maluku:

1. Papua
2. Maluku

Physical & Digital  
Data Management Business

## Digital Data Management

## Sumatera:

1. Sumatera Utara  
North Sumatera
2. Kepulauan Riau  
Riau Islands
3. Bangka Belitung
4. Bengkulu
5. Sumatera Selatan  
South Sumatera

## Jawa:

1. DKI Jakarta
2. Banten
3. Jawa Barat  
West Java
4. Jawa Tengah  
Central Java
5. Jawa Timur  
East Java

## Bali &amp; NTB:

1. Bali
2. Nusa Tenggara Barat  
West Nusa Tenggara

## Kalimantan:

1. Kalimantan Timur  
East Kalimantan

## Sulawesi:

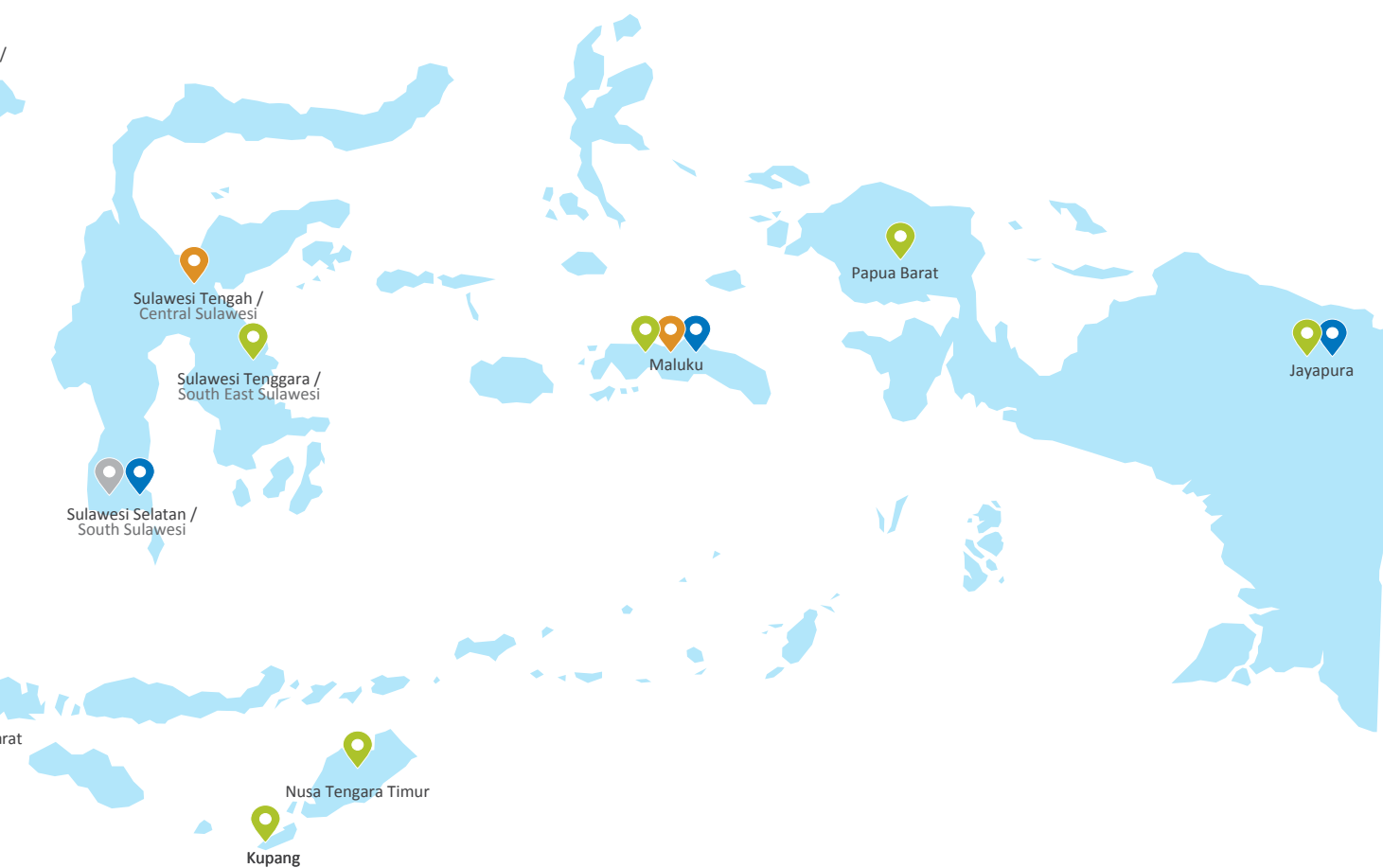
1. Sulawesi Tenggara  
South East Sulawesi

## Papua &amp; Maluku:

1. Papua Barat  
West Papua
2. Maluku

## Physical Data Management

1. Jambi
2. Sumatera Selatan  
South Sumatera
3. Banten
4. DKI Jakarta  
Jawa Barat
5. West Java



**OCTG, Maintenance, Fabrication & EPC Business**

**Sumatera**

1. Aceh
2. Sumatera Selatan  
South Sumatera
3. Riau
4. Sumatera Utara  
North Sumatera

**Jawa**

1. DKI Jakarta
2. Banten
3. Jawa Barat  
West Java
4. Jawa Tengah  
Central Java
5. Jawa Timur  
East Java

**Kalimantan & Sulawesi**

1. Kalimantan Timur  
West Kalimantan
2. Sulawesi Selatan  
South Sulawesi

**Marine Support Services**

**Sumatera**

1. Aceh
2. Sumatera Selatan  
South Sumatera

**Jawa**

1. Jawa Barat  
West Java
2. Jawa Timur  
East Java

**Kalimantan, Sulawesi, Maluku**

1. Kalimantan Timur  
East Kalimantan
2. Kalimantan barat  
West Kalimantan
3. Sulawesi Tengah  
Central Sulawesi
4. Sulawesi Tenggara  
Southeast Sulawesi
5. Maluku Utara  
North Maluku

## DAFTAR LEMBAGA DAN PROFESI PENUNJANG PERUSAHAAN

### LIST OF SUPPORTING INSTITUTIONS AND PROFESSIONALS OF THE COMPANY

Lembaga Institutions	Nama Name	Alamat Address	Jenis Jasa Service Type	Biaya Cost
Biro Administrasi Efek Securities Administration Bureau	PT Datindo Entrycom	Jalan Hayam Wuruk No. 28 Jakarta 10210, Indonesia Telp. 021 - 350 8077 Fax. 021 - 350 8078 www.datindo.com	Pencatatan Daftar Pemegang Saham (DPS) atau jasa administrasi saham di Pasar Sekunder yang terdaftar di Bursa Efek Indonesia Listing of Shareholders Register (DPS) or stock administration services in the Secondary Market which are listed on the Indonesia Stock Exchange	Rp44.000.000,-
Kustodian Custodian	PT Kustodian Sentral Efek Indonesia	Gedung Bursa Efek Indonesia, Tower I, Lantai 5 Jl. Jendral Sudirman Kav. 52-53 Jakarta 12190 - Indonesia Telp. : +62 21 5299 1099 Faks. : +62 21 5299 1199 Situs Web : www.ksei.co.id	Jasa Kustodian Sentral Central Custodian Service	Rp11.000.000
Pemeringkat Efek Securities Rating	PT Pemeringkat Efek Indonesia (PEFINDO)	Panin Tower-Senayan City 17th Floor Jl. Asia Afrika Lot.19 Jakarta 10270, Indonesia Tel. (62-21) 727 82380 Fax. (62-21) 727 82370 www.Pefindo.com	Pemeringkatan Perusahaan periode Desember 2020 Rating the Company for December 2020 period	Rp135.000.000,-
Kantor Akuntan Publik Public Accounting Firm	KAP Purwanto, Sungkoro & Surja (anggota firma Ernst & Young Global Limited)	Indonesia Stock Exchange Building, Tower II, 7th floor Jl. Jend. Sudirman Kav.52-53 Jakarta 12190, Indonesia. Telp. 021 - 5289 5000 Fax. 021 - 5289 4100 www.ey.com/ID/EN	Audit Laporan Keuangan Konsolidasian PT Elnusa Tbk dan Anak Perusahaan Tahun Buku 2020 Audit of Consolidated Financial Statements of PT Elnusa Tbk and Subsidiaries for Fiscal Year 2020	Rp2.250.000.000,-
Konsultan Hukum Law Consultant	Tidak ada None	Tidak ada None	Tidak ada None	Tidak ada None
Notaris Notary	Tidak ada None	Tidak ada None	Tidak ada None	Tidak ada None

## DAFTAR PENTING LAINNYA

### OTHER IMPORTANT LIST

Informasi Perdagangan dan Pencatatan Saham Trading and Stock Listing Information	:	<b>Bursa Efek Indonesia</b> Gedung Bursa Efek Indonesia Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia Telepon: +62 21 515 0515 Surel: callcenter@idx.co.id Situs Web: www.idx.co.id
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## PENGHARGAAN DAN SERTIFIKASI

### AWARDS AND CERTIFICATIONS

#### PENGHARGAAN DI TAHUN 2020

#### AWARDS AND CERTIFICATIONS

No.	Jenis Penghargaan Type of Awards	Pemberi Penghargaan Appreciator	Tanggal Date	Perusahaan The Company	Foto Photo
1	Best Anak Perusahaan Services (APS) Best Upstream Services Subsidiary (APS) at the 2020 Vendor Day event	Pertamina Hulu Indonesia (PHI)	17 Januari 2020 January 17, 2020	PT Elnusa Tbk	
2	Manajemen keselamatan atau Contractor Safety Management System (CSMS) dengan predikat "good performance" Safety management or Contractor Safety Management System (CSMS) with the predicate "good performance"	PT Pertamina EP untuk wilayah kerja di asset 5 (PEP Asset 5) – PT Pertamina EP	4 Februari 2020 February 4, 2020	PT Elnusa Tbk	
3	Kontraktor terbaik dalam Operation & HSSE Excellence Drilling Workover Well Services (DWOWS) Best contractor in Operation & HSSE Excellence Drilling Workover Well Services (DWOWS)	PHE Offshore Southeast Sumatra (PHE OSES)	10 Februari 2020 February 10, 2020	PT Elnusa Tbk	
4	Keberhasilan Turn Around Project Success of the Turn Around Project	Pertamina RU IV	11 Februari 2020 February 11, 2020	PT Elnusa Tbk	
5	1st Winner Kategori Hino Ranger 1st Winner in the Hino Ranger Category	Hino Safety Driving Competition 2020	13 Februari 2020 February 13, 2020	PT Elnusa Petrofin	
6	Anugerah BUMN 2020 sebagai Terbaik III Kategori Aliansi Strategi Nasional dan Global untuk Perusahaan BUMN dan Anak Perusahaan BUMN Tbk The 2020 SOE Award as the 3rd Best in the Category of National and Global Strategy Alliance for SOE Companies and SOE Subsidiaries Tbk	BUMN Track / BUMN Award	9 Juli 2020 July 9, 2020	PT Elnusa Tbk	
7	Best Oil & Gas Exploration Services Company di Ajang IAGI Exploration Award 2020 Best Oil & Gas Exploration Services Company at the IAGI Exploration Award 2020	Ikatan Ahli Geologi Indonesia (IAGI)	29 September 2020 September 29, 2020	PT Elnusa Tbk	

No.	Jenis Penghargaan Type of Awards	Pemberi Penghargaan Appreciator	Tanggal Date	Perusahaan The Company	Foto Photo
8	<p>IDX Channel Anugerah Inovasi Indonesia 2020 Kategori Produk dan Model Bisnis untuk FIN OSD dari IDX Channel.</p> <p>IDX Channel Anugerah Inovasi Indonesia 2020 Product Category and Business Model for FIN OSD from IDX Channel.</p>	IDX Channel	September 2020 September 2020	PT Elnusa Petrofin	
9	<p>DataGovAi Award 2020 sebagai Best BIG Data Technology in Oil &amp; Gas Enterprises 2020</p> <p>DataGovAi Award 2020 as Best BIG Data Technology in Oil &amp; Gas Enterprises 2020</p>	ABDI (Asosiasi Big Data & AI), Majalah Komite. ID	November 2020 November 2020	PT Patra Nusa Data	
10	<p>The 2nd Anugerah HUMAS INDONESIA Kategori :</p> <ul style="list-style-type: none"> <li>Anak BUMN Terpopuler di Media Digital 2020</li> <li>Pemimpin Anak BUMN Terpopuler di Media Digital 2020</li> </ul> <p>The 2nd Anugerah HUMAS INDONESIA Category</p> <ul style="list-style-type: none"> <li>for the Most Popular SOE Subsidiary in Digital Media 2020</li> <li>for the Most Popular SOE Subsidiary Leaders in Digital Media 2020</li> </ul>	Media Humas Indonesia	November 2020 November 2020	PT Elnusa Petrofin	
11	<p>Award Asia Sustainability Reporting Rating 2020 "Bronze Rank"</p>	National Center for Sustainability Reporting (NCSR)	Desember 2020 December 2020	PT Elnusa Tbk	



No.	Jenis Penghargaan Type of Awards	Pemberi Penghargaan Appreciator	Tanggal Date	Perusahaan The Company	Foto Photo
12	<p>Bisnis Indonesia Award 2020 untuk kategori perusahaan public yang bergerak di sektor pertambangan minyak dan gas bumi</p> <p>Bisnis Indonesia Award 2020 for the category of public companies engaged in the oil and gas mining sector</p>	Bisnis Indonesia	Desember 2020 December 2020	PT Elnusa Tbk	
13	<p>Indonesia Top Digital Public Relation Award (Top Digital PR Award) 2020</p> <p>Indonesia Top Digital Public Relation Award (Top Digital PR Award) 2020</p>	Tras n Co	Desember 2020 December 2020	PT Elnusa Tbk	
14	<p>Badan Pengatur Hilir Minyak dan Gas Bumi (BPH Migas) sebagai salah satu perusahaan yang termasuk dalam kategori "5 Badan Usaha Terpatuh Bidang Bahan Bakar Minyak (BBM)"</p> <p>Downstream Oil and Gas Regulatory Agency (BPH Migas) as one of the companies included in the category of "5 Fallen Business Entities in the Oil and Gas Sector"</p>	BPH Migas	Desember 2020 December 2020	PT Elnusa Petrofin	
15	<p>Penghargaan Program Penilaian Peringkat Kinerja Perusahaan (PROPER) Tahun 2020 kategori Biruw</p> <p>Award for the 2020 Corporate Performance Rating Program (PROPER) in the Blue category</p>	KLHK	Desember 2020 December 2020	PT Elnusa Petrofin	

### SERTIFIKASI YANG MASIH BERLAKU HINGGA TAHUN 2020 CERTIFICATION THAT IS STILL VALID UNTIL 2020



**Nama Penghargaan / Award Name**  
ISO 9001:2015  
Sistem Manajemen Mutu  
ISO 9001:2015  
Quality Management System

**Tanggal / Date**  
12 Agustus 2018  
August 12, 2018

**Dikeluarkan oleh / Issued by**  
SGS Indonesia  
SGS Indonesia

**Masa Berlaku Hingga / Validity  
Period Until**  
12 Agustus 2021  
August 12, 2021



**Nama Penghargaan / Award Name**  
ISO 14001:2015  
Sistem Manajemen Lingkungan  
ISO 14001:2015  
Environmental Management System

**Tanggal / Date**  
22 Agustus 2018  
August 22, 2018

**Dikeluarkan oleh / Issued by**  
SGS Indonesia  
SGS Indonesia

**Masa Berlaku Hingga / Validity  
Period Until**  
21 Agustus 2021  
August 21, 2021



**Nama Penghargaan / Award Name**  
OHSAS 18001:2007  
Sistem Manajemen Keselamatan  
dan Kesehatan Kerja  
OHSAS 18001:2007  
Occupational Health and Safety  
Management System

**Tanggal / Date**  
19 Juli 2018  
July 19, 2018

**Dikeluarkan oleh / Issued by**  
SGS Indonesia  
SGS Indonesia

**Masa Berlaku Hingga / Validity  
Period Until**  
12 Maret 2021  
March 12, 2021



**Nama Penghargaan / Award Name**  
ISO 55001:2014  
Asset Management System  
ISO 55001:2014  
Asset Management System

**Tanggal / Date**  
8 Januari 2021  
January 8, 2020

**Dikeluarkan oleh / Issued by**  
SGS Indonesia  
SGS Indonesia

**Masa Berlaku Hingga / Validity  
Period Until**  
8 Januari 2024  
January 8, 2024



**Nama Penghargaan / Award Name**  
ISO 37001:2016  
Sistem Manajemen Anti Penyuapan  
(SMAP)  
Anti-Bribery Management System  
(ABMS)

**Tanggal / Date**  
12 Agustus 2020  
August 12, 2018

**Dikeluarkan oleh / Issued by**  
SGS Indonesia  
SGS Indonesia

**Masa Berlaku Hingga / Validity  
Period Until**  
12 Agustus 2023  
August 12, 2023

## INFORMASI WEBSITE PERUSAHAAN

### COMPANY WEBSITE INFORMATION

Peraturan OJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik mendorong transparansi informasi pada situs web dari emiten atau perusahaan publik di Indonesia. Perseroan berupaya untuk meningkatkan kehandalan dalam penyediaan informasi secara terintegrasi melalui situs Perseroan yakni [www.elnusa.co.id](http://www.elnusa.co.id). Perseroan senantiasa memberikan kemudahan kepada para pemegang saham dan pemangku kepentingan lainnya dalam mengakses informasi Perseroan secara akurat, tepat, dan transparan. Situs resmi Perseroan telah memenuhi informasi yang wajib di muat sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 8/POJK.4/2015 tentang Situs Web Emiten atau Perusahaan Publik yang telah ditetapkan pada tanggal 25 Juni 2015, seperti:

1. Informasi Umum Emiten atau Perusahaan Publik
2. Informasi Bagi Pemodal atau Investor
3. Informasi Tata Kelola Perusahaan
4. Informasi Tanggung Jawab Sosial Perusahaan

Situs web Perseroan menjadi portal digital resmi korporasi yang dapat diakses secara terbuka, dengan tujuan memberikan informasi yang komprehensif tentang Perseroan kepada khalayak luas. Berikut disampaikan kesesuaian situs web Perseroan dengan kebutuhan informasi kepada publik, khususnya kepada pemegang saham, dan pemangku kepentingan.

FSA Regulation No. 8/POJK.04/2015 concerning Websites of Issuers or Public Companies encouraging transparency of information on websites of issuers or public companies in Indonesia. The Company strives to improve reliability in providing integrated information through the Company's website, [www.elnusa.co.id](http://www.elnusa.co.id). The Company always provides convenience to shareholders and other stakeholders in accessing Company information accurately, precisely, and transparently. The Company's official website has publish the information that must be disclosed following the Financial Services Authority Regulation (POJK) No. 8/POJK.4/2015 concerning Websites of Issuers or Public Companies that have been established on June 25, 2015, such as:

1. General Information of Issuers or Public Companies
2. Information for Investors
3. Corporate Governance Information
4. Information on Corporate Social Responsibility

The Company's website is the official corporate digital website that can be accessed transparently, to provide comprehensive information about the Company to public. The following shows the suitability of the Company's website with information needs to the public, especially shareholders and stakeholders.

Uraian Description	Ketersediaan Availability	Keterangan Information
Struktur grup perusahaan dan informasi pemegang saham sampai dengan pemilik akhir Company group structure and information from shareholders to the ultimate shareholder	v	Sudah tersedia pada situs web Perseroan Available on the Company's website
Isi Kode Etik Code of Conduct	v	Sudah tersedia pada situs web Perseroan Available on the Company's website



Uraian Description	Ketersediaan Availability	Keterangan Information
<p>Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan.</p> <p>Information on the General Meeting of Shareholders (GMS) at least includes the material for the agenda discussed in the GMS, summary of the minutes of the GMS, and important date information, namely the date of the announcement of the GMS, the date of the summons for the GMS, the date of the GMS, the date of the summary of the GMS minutes was announced.</p>	v	Sudah tersedia pada situs web Perseroan Available on the Company's website
<p>Laporan keuangan tahunan (5 tahun terakhir) Annual financial reports (last 5 years)</p>	v	Sudah tersedia pada situs web Perseroan Available on the Company's website
<p>Profil Dewan Komisaris dan Direks Profile of the Board of Commissioners and Board of Directors</p>	v	Sudah tersedia pada situs web Perseroan Available on the Company's website
<p>Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal Charter of the Board of Commissioners, Board of Directors, Committees, and the Internal Audit Unit</p>	v	Sudah tersedia pada situs web Perseroan Available on the Company's website

v = tersedia pada situs web Perseroan  
x = belum tersedia pada situs web Perseroan

v = available on the Company's website  
x = not available on the Company's website

## PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, DAN UNIT AUDIT INTERNAL

EDUCATION AND/OR TRAINING OF THE BOARD OF COMMISSIONERS, DIRECTORS,  
COMMITTEES, CORPORATE SECRETARY, AND INTERNAL AUDIT UNIT

Sebagai bagian dari implementasi *Good Corporate Governance* (GCG), Perseroan berupaya untuk memfasilitasi setiap organ Perseroan untuk mendapatkan program pengembangan dalam meningkatkan kapabilitas sesuai dengan kebutuhan dalam pelaksanaan tugas masing-masing. Berikut informasi tentang program peningkatan kompetensi untuk Dewan Komisaris, Direksi, Komite Audit, Komite Nominasi dan Remunerasi, Komite Pemantau Risiko, Sekretaris Perusahaan, serta Audit Internal, di sepanjang tahun 2020.

As part of the Good Corporate Governance (GCG) implementation, the Company strives to facilitate every organ of the Company to obtain development programs to increase capabilities according to the needs in carrying out their respective duties. The following is information on competency improvement programs for the Board of Commissioners, Board of Directors, Audit Committee, Nomination and Remuneration Committee, Risk Monitoring Committee, Corporate Secretary, and Internal Audit throughout 2020.

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizers
<b>Dewan Komisaris</b> Board of Commissioners				
Narendra Widjajanto Komisaris Utama President Commissioner	Training	Professional Directors Program	Jakarta 25 Februari 2020 February 25, 2020	Indonesian Institute for Corporate Directorship (IICD)
<small>1) Efektif sampai 8 Juli 2020 1) Efektif sampai 8 Juli 2020</small>				
Dr. Ir. Agus Prabowo M.Eng Komisaris Utama President Commissioner	Training	Corporate Law For Executive : Aspek Hukum Dalam Pengelolaan Korporasi BUMN	Jakarta 15 Desember 2020 December 15, 2020	Pertamina Corporate University
Lusiaga Levi Susila Komisaris Independen Independent Commissioner	Training	Great Business Through Great People	Jakarta 5 Februari 2020 February 5, 2020	Corporate Leadership Dev. Institute (CLDI)
	Training	Corporate Law For Executive : Aspek Hukum Dalam Pengelolaan Korporasi BUMN	Jakarta 15 Desember 2020 December 15, 2020	Pertamina Corporate University
Antonius Ratdomopurbo Komisaris Commissioner	Seminar	Directorship Program	Jakarta 12 November 2020 November 12, 2020	Pertamina Corporate University
<b>Direksi</b> Board of Directors				
Elizar P Hasibuan Direktur Utama President Director	Training	Executive Briefing ISO 37001 : 2016	Jakarta 12 Mei 2020 May 12, 2020	Bintang Solusi Utama
Arief Riyanto Direktur Pengembangan Usaha Director of Business Development	Training	Executive Briefing ISO 37001 : 2016	Jakarta 12 Mei 2020 May 12, 2020	Bintang Solusi Utama

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizers
Hery Setiawan Direktur Keuangan Director of Finance	Training	Workshop Trade Finance	Jakarta 17 Februari 2020 February 17, 2020	Bank Rakyat Indonesia (BRI)
	Training	Executive Briefing ISO 37001 : 2016	Jakarta 12 Mei 2020 May 12, 2020	Bintang Solusi Utama
	Training	Alternatif Pendanaan Pasar Modal	Jakarta 10 September 2020 September 10, 2020	Bank Mandiri
RM. Happy Paringhadi Direktur SDM & Umum Director of HR & General	Training	Executive Briefing ISO 37001 : 2016	Jakarta 12 Mei 2020 May 12, 2020	Bintang Solusi Utama
<b>Komite Audit Audit Committee</b>				
Reynold M. Batubara Anggota Member	Training	2020 IIA Indonesia National Conference	Jakarta 2 Desember 2020 December 2, 2020	Institute Of Internal Auditors (IIA) Indonesia
<b>Komite Nominasi dan Remunerasi Nomination and Remuneration Committee</b>				
Lusiaga Levi Susila Ketua Chairman	Training	Great Business Through Great People	Jakarta 5 Februari 2020 February 5, 2020	Corporate Leadership Dev. Institute (CLDI)
	Training	Corporate Law For Executive : Aspek Hukum Dalam Pengelolaan Korporasi BUMN	Jakarta 15 Desember 2020 December 15, 2020	Pertamina Corporate University
Agung Wahidin Wibisana	Training	English Course	Jakarta 20 Januari 2020 January 20, 2020	Agora Speakers International
	Training	One Day Conference World Class Human Capital : Global Business Strategy In Digital Era	Jakarta 30 Januari 2020 January 30, 2020	Intipesan
	Training	Ideas Pitching Innovactive	Jakarta 10 Maret 2020 March 30, 2020	AGNI
	Training	Leadership Forum Workshop - Strategic Thinking	Jakarta 10 Desember 2020 December 10, 2020	Transforma Consulting
	Training	Coaching Workshop - 1	Jakarta 7 Desember 2020 December 7, 2020	Transforma Consulting

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizers
	Training	Coaching Workshop - 2	Jakarta 14 Desember 2020 December 14, 2020	Transforma Consulting
	Training	Innovative Thinking	Jakarta 16 Desember 2020 December 16, 2020	Transforma Consulting
	Training	Group Coaching	Jakarta 21 Desember 2020 December 21, 2020	Transforma Consulting
	Training	Leadership Forum Workshop - The Disruption Opportunity	Jakarta 18 November 2020 November 18, 2020	Transforma Consulting
	Training	Strategic Portfolio Management	Jakarta 25 November 2020 November 25, 2020	Transforma Consulting
<b>Komite Manajemen Risiko</b> Risk Management Committee				
Antonius Ratdomopurbo Ketua Chairman	Seminar	Directorship Program	Jakarta 12 November 2020 November 12, 2020	Pertamina Corporate University
Lusiaga Levi Susila Anggota Member	Training	Great Business Through Great People	Jakarta 5 Februari 2020 February 5, 2020	Corporate Leadership Dev. Institute (CLDI)
	Training	Corporate Law For Executive : Aspek Hukum Dalam Pengelolaan Korporasi BUMN	Jakarta 15 Desember 2020 December 15, 2020	Pertamina Corporate University
Serena Karlita Ferdinandus Anggota Member	Training	"Agile Auditing: Kemitraan Komite Audit dengan Auditor Internal dalam merespon Disrupsi" Agile Auditing: Partnership of Audit Committee and Internal Auditor in responding Disruption	Jakarta, 22 Juni 2020 Jakarta, June 22, 2020	The Institute of Internal Auditors (IIA) Indonesia dan Indonesian Institute of Audit Committee (IKAI)
	Training	Deloitte Mining Webinar Series-Session #1: "Amendment to the Mining Law: Legal and Tax Perspective"	Jakarta, 9 Juli 2020 Jakarta, July 9, 2020	Deloitte Indonesia
	Training	Deloitte Mining Webinar Series-Session #2: "Potential Accounting Implications of the New Mining Law and Debt Restructuring Experiences"	Jakarta, 16 Juli 2020 Jakarta, July 16, 2020	Deloitte Indonesia
	Training	Deloitte Mining Webinar Series-Session #3: "Digitalization and Managing Third Party Relationship"	Jakarta, 23 Juli 2020 Jakarta, July 23, 2020	Deloitte Indonesia

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizers
	Training	PSAK 70 Series for Board of Commissioners & Directors Perspective"	Jakarta, 28 September 2020 Jakarta, September 28, 2020	Price Waterhouse Coopers Indonesia
	Training	"Model 3 Lini-Tantangan & Realitas Penerapannya di Indonesia"	Jakarta, 29 September 2020 Jakarta, September 29, 2020	The Institute of Internal Auditors (IIA), Institut Akuntan Manajemen Indonesia (IAMI), Association of Certified Fraud Examiners (ACFE) Indonesia.
	Training	"Multifinance Road to Recovery" (for Director, Commissioner, Controlling Shareholder, Sharia Supervisory Board)	Jakarta, 1 Oktober 2020 Jakarta, October 1, 2020	Asosiasi Perusahaan Pembiayaan Indonesia (APPI)
	Training	IIA Indonesia Forum "The Role of Internal Auditor in Building Business Resilience"	Jakarta, 20 November 2020 Jakarta, November 20, 2020	The Institute of Internal Auditors (IIA) Indonesia
<b>Sekretaris Perusahaan Corporate Secretary</b>				
Ari Wijaya	Training	Executive Briefing ISO 37001 : 2016	Jakarta 12 Mei 2020 May 12, 2020	Bintang Solusi Utama
	Training	Asean Corporate Governance Scorecard	Jakarta 30 Januari 2020 January 30, 2020	Indonesian Institute for Corporate Directorship (IICD)
	Training	Board Support	Jakarta 6 Februari 2020 February 6, 2019	Pertamina Persero
	Training	Leadership Forum Workshop - Strategic Thinking	Jakarta 10 Desember 2020 December 10, 2020	Transforma Consulting
	Training	Coaching Workshop - 1	Jakarta 7 Desember 2020 December 7, 2020	Transforma Consulting
	Training	Coaching Workshop - 2	Jakarta 14 Desember 2020 December 14, 2020	Transforma Consulting



Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizers
	Training	Innovative Thinking	Jakarta 16 Desember 2020 December 16, 2020	Transforma Consulting
	Training	Group Coaching	Jakarta 21 Desember 2020 December 21, 2020	Transforma Consulting
	Training	Leadership Forum Workshop - The Disruption Opportunity	Jakarta 18 November 2020 November 18, 2020	Transforma Consulting
	Training	Strategic Portfolio Management	Jakarta 25 November 2020 November 25, 2020	Transforma Consulting
<b>Audit Internal</b> Internal Audit				
Ganang Soegiyarso (Senior Auditor)	Training	Executive Briefing ISO 37001 : 2016	Jakarta 12 Mei 2020 May 12, 2020	Bintang Solusi Utama
	Training	Leadership Forum Workshop - Strategic Thinking	Jakarta 10 Desember 2020 December 10, 2020	Transforma Consulting
	Training	Coaching Workshop - 1	Jakarta 7 Desember 2020 December 7, 2020	Transforma Consulting
	Training	Coaching Workshop - 2	Jakarta 14 Desember 2020 December 14, 2020	Transforma Consulting
	Training	Innovative Thinking	Jakarta 16 Desember 2020 December 16, 2020	Transforma Consulting
	Training	Group Coaching	Jakarta 21 Desember 2020 December 21, 2020	Transforma Consulting
	Training	Leadership Forum Workshop - The Disruption Opportunity	Jakarta 18 November 2020 November 18, 2020	Transforma Consulting
	Training	Strategic Portfolio Management	Jakarta 25 November 2020 November 25, 2020	Transforma Consulting



## // 04

# ANALISIS DAN PEMBAHASAN MANAJEMEN

## MANAGEMENT DISCUSSION AND ANALYSIS



*Triple shock* yang terjadi pada tahun 2020 memberikan guncangan perekonomian dunia dan nasional. Strategi diversifikasi portofolio dibarengi dengan adaptasi terhadap digitalisasi menyelamatkan perseroan. Segmen jasa hulu migas, jasa distribusi dan logistik energi yang masuk dalam industri hilir migas dan jasa penunjang migas, terbukti saling menopang dan saling menguatkan.

Global and national economy faced the triple shock in 2020. The portfolio diversification strategy followed by adaptation to digitalization saved the Company. The upstream oil and gas services segment, energy distribution, and logistics services which are included in the downstream oil and gas industry and oil and gas supporting services, has been supported and strengthened each other.





## TINJAUAN PEREKONOMIAN DAN INDUSTRI

### ECONOMIC AND INDUSTRIAL REVIEW

#### PENDEKATAN MANAJEMEN

Kinerja ekonomi Perseroan dipengaruhi oleh faktor perekonomian global maupun nasional, regulasi, dan kondisi industri migas. Berikut disampaikan gambaran perekonomian dan industri migas di sepanjang tahun 2020.

#### PERTUMBUHAN EKONOMI

Pandemi Covid-19 telah menyebabkan banyak kematian dan penyakit, membuat tingkat kemiskinan meningkat, dan menekan aktivitas ekonomi dan pendapatan untuk jangka waktu yang lama. Pada tahun 2020, ekonomi global mengalami kontraksi 4,3% (menurun signifikan dari GDP 2019 sebesar 2,3%) yang diakibatkan oleh adanya gangguan aktivitas perekonomian di sebagian besar negara berkembang (World Bank, Januari 2021). Pertumbuhan ekonomi negara ASEAN juga berada di bawah tekanan dari dampak wabah Covid-19 sehingga dilakukan penanggulangan ekonomi berkelanjutan, terutama di Indonesia, Malaysia, dan Filipina. Diperkirakan pertumbuhan ekonomi kawasan ASEAN turun menjadi -4,4% (Asian Development Bank, Desember 2020). Ketidakpastian perekonomian global sangat dipengaruhi oleh kebijakan perekonomian yang ditetapkan dan keberhasilan mengatasi penyebaran virus Covid-19 terkait dengan vaksin yang menjadi prioritas utama.

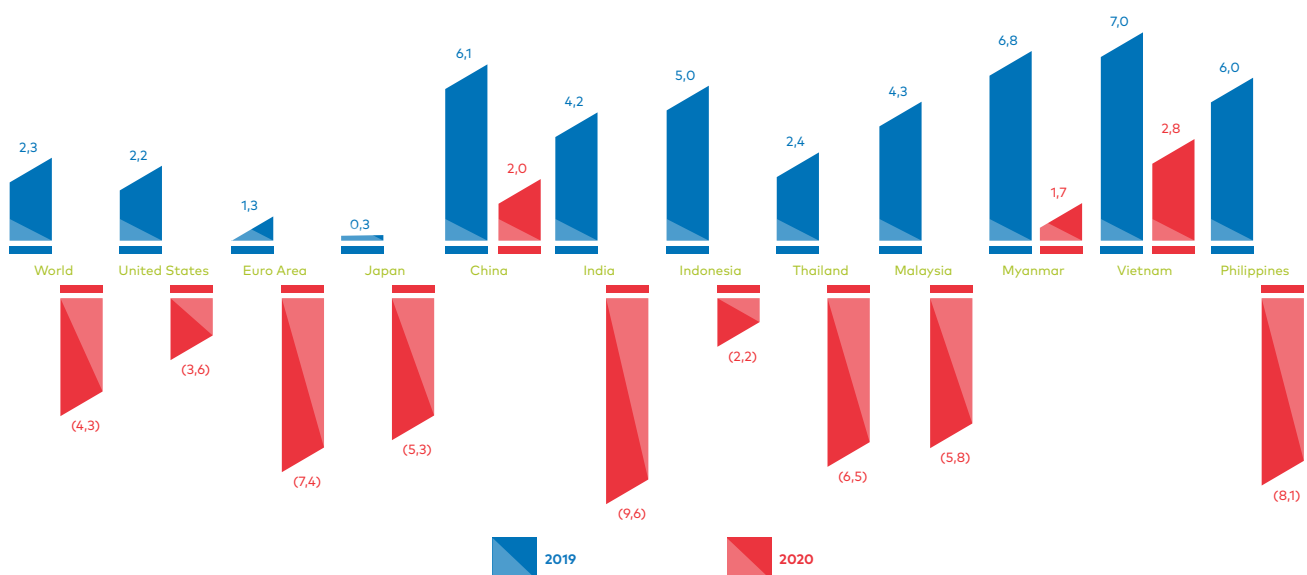
#### MANAGEMENT APPROACH

The Company's economic performance is influenced by global and national economic factors, regulations, and conditions in the oil and gas industry. The following presents an overview of the economy and the oil and gas industry throughout 2020.

#### ECONOMIC GROWTH

The Covid-19 pandemic has caused numerous deaths and illnesses, increase poverty level, and suppressed economic activity and income for a long period of time. In 2020, the global economy experienced a contraction of 4.3% due to disruption of economic activity in most developing countries (World Bank, January 2021). The economic growth of ASEAN countries was also under pressure from the impact of the Covid-19 pandemic. Therefore, sustainable economic countermeasures are carried out, especially in Indonesia, Malaysia, and Philippines. ASEAN economic growth is expected to decrease to -4.4% (Asian Development Bank, December 2020). Meanwhile, the global economy is expected to increase by 4% in 2021. Global economic uncertainty is mainly due to the economic policies and the success in handling the spread of the Covid-19 virus related to vaccines, which is a top priority.

**Pertumbuhan Ekonomi Indonesia, Regional & Dunia**  
 Indonesia, Regional, & Global Economic Growth



## NILAI TUKAR RUPIAH TERHADAP DOLAR AS

Perusahaan yang menggunakan mata uang asing dalam kegiatan bisnisnya dan terlibat dalam perdagangan internasional akan mempertimbangkan penentuan kurs valuta asing karena dapat berpengaruh pada biaya dan perdagangan internasional yang dilakukan.

Pada awal tahun 2020, nilai tukar rupiah mengalami penguatan hingga mencapai titik tertinggi Rp13,662/USD di bulan Januari di mana nilai tersebut lebih tinggi dibandingkan dengan nilai pada tahun 2019. Kinerja rupiah pada bulan selanjutnya di tahun 2020 mengalami penurunan akibat adanya pandemi Covid-19. Hal ini dialami tidak hanya di Indonesia, tetapi dirasakan juga oleh seluruh mata uang negara Asia. Nilai tukar Rupiah terhadap dolar Amerika Serikat mengalami ketidakpastian dan sempat menyentuh nilai terendah hingga Rp16.367/USD pada bulan Maret 2020. Hal ini disebabkan beralihnya dana investasi yang dilakukan oleh investor ke aset berisiko rendah, seperti emas, obligasi pemerintah negara maju, dan mata uang dunia.

Melalui stimulus fiskal dan moneter yang diberikan melalui kebijakan Bank Indonesia untuk melakukan stabilisasi dan penguatan Rupiah, maka kepercayaan investor terhadap kondisi perekonomian Indonesia meningkat. Aliran modal asing ke Indonesia mulai membaik sehingga penguatan Rupiah pun mulai meningkat mencapai level Rp14.733/USD pada bulan Mei 2020. Namun, fluktuasi kembali terjadi pada bulan hingga September mencapai Rp14,918/USD. Pada bulan November, nilai Rupiah terus menguat seiring dengan perbaikan sentiment pasar dan aliran modal yang masuk ke Indonesia. Fluktuasi nilai Rupiah juga terpengaruh dengan dampak perang dagang AS-Tingkok.

Nilai tukar rupiah menguat di akhir tahun 2020 mencapai 14.105/USD dan menjadi mata uang dengan kinerja terbaik di Asia hari ini. Namun, di tahun 2020 ini, rupiah melemah 1,15% secara point-to-point di kurs tengah BI. Nilai ini memburuk jika dibandingkan dengan kinerja 2019.

## RUPIAH EXCHANGE AGAINST US DOLLARS

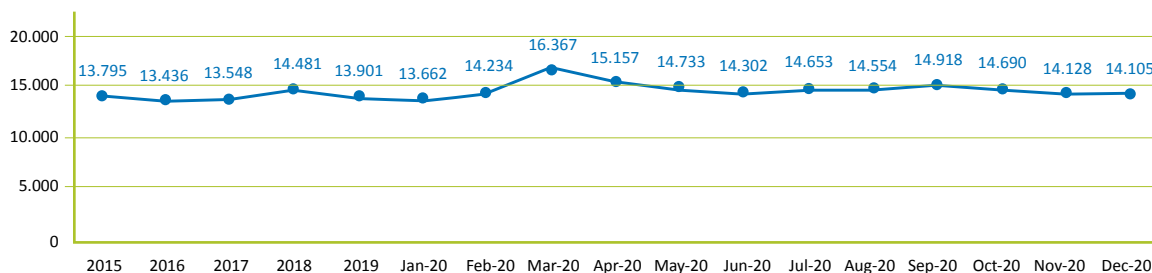
Foreign exchange rate is very important for companies that use foreign currencies in their business activities and also involved in international trade because they can affect the costs and the international trade.

At the beginning of 2020, the rupiah exchange rate strengthened to Rp13662/USD in January higher than the value in 2019. In the next month, rupiah performance experienced a decline due to the Covid-19 pandemic. This was experienced not only in Indonesia, but also in all Asian currencies. The rupiah exchange rate against the United States dollar experienced uncertainty and touched its lowest value of Rp16,367 in March 2020. This was due to the shift in investment funds to low-risk assets, such as gold, government bonds in developed countries, and currencies. world.

Through fiscal and monetary stimulus through Bank Indonesia policies to stabilize and strengthen Rupiah, investor confidence in Indonesia's economic conditions increased. In May 2020, The flow of foreign capital into Indonesia began to improve, and the Rupiah exchange rate began to strengthened to a level of Rp14,733. However, there were still some fluctuations until September, of Rp14,918. In November, the Rupiah continued to strengthen in line with market sentiment improvement and capital inflows to Indonesia. The fluctuation in the Rupiah value was also affected by the US-China trade war.

The rupiah exchange rate strengthened at the end of 2020 of Rp14,105 and achieved the best performing currency in Asia. However, in 2020, the rupiah has weakened by 1.15% on a point-to-point basis at the BI middle rate. This value is deteriorating when compared to 2019 performance.

**Nilai Tukar Rupiah terhadap USD**  
 Rupiah Exchange Rate against US Dollar



Sumber: Bank Indonesia  
 Source: Bank Indonesia

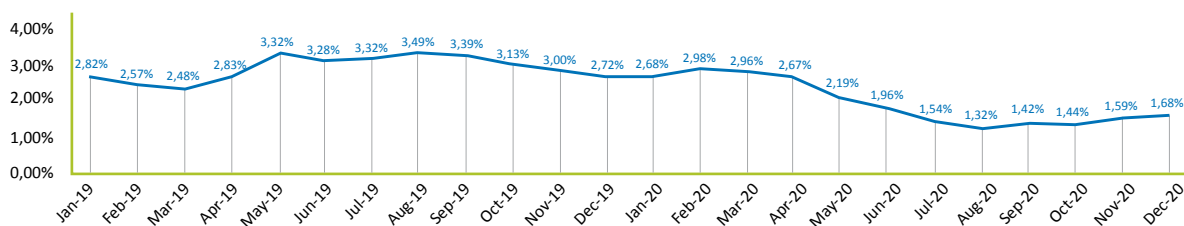
## INFLASI

Laju inflasi pada tahun 2020 sebesar 1,68 persen, lebih rendah dibandingkan dengan inflasi pada tahun 2019 sebesar 2,72 persen dan tahun 2018 sebesar 3,13 persen. Nilai inflasi tahun 2020 merupakan nilai terendah semenjak BPS merilis inflasi inti di tahun 2004. Realisasi inflasi pada tahun 2020 berada di bawah target yang ditetapkan oleh Pemerintah, yaitu antara 2 persen hingga 4 persen. Hal ini disebabkan oleh penurunan permintaan dan daya beli imbas dari pandemi Covid-19. Selama tahun 2020, inflasi yang terjadi di kelompok pengeluaran untuk makanan, minuman, dan tembakau adalah kontributor tertinggi untuk inflasi yang mencapai 0,91 persen. Sedangkan deflasi terjadi di kelompok pengeluaran untuk transportasi, informasi, komunikasi, dan jasa keuangan.

## INFLATION

The inflation rate in 2020 was 1.68 percent, lower than 2019 of 2.72 percent and in 2018 of 3.13 percent. 2020 inflation rate is the lowest value since 2014. The realization of inflation in 2020 is below the target set by the Government, which is between 2 percent and 4 percent. This is due to decreased demand and purchasing power as a result of the Covid-19 pandemic. During 2020, inflation in the expenditure group for food, beverages, and tobacco was the highest contributor to inflation, reached 0.91 percent. Meanwhile, there was a deflation in the expenditure category for transportation, information, communication, and financial services.

**Nilai Inflasi di Indonesia**  
 Inflation Value in Indonesia



Sumber: Bank Indonesia  
 Source: Bank Indonesia

## REGULASI

1. Permen ESDM No. 12 Tahun 2020: Perubahan Ketiga Atas Permen ESDM Nomor 08 Tahun 2017 tentang Kontrak Bagi Hasil Gross Split. Peraturan ini memberikan penegasan pemberlakuan bentuk kontrak kerja sama dan fleksibilitas terkait kontrak bagi hasil yaitu cost recovery atau gross split. Untuk wilayah kerja (WK) baru yang untuk pengelolanya dilakukan melalui proses penawaran WK (lelang) dan untuk WK yang akan berakhir jangka waktu kontraknya baik akan diperpanjang atau tidak diperpanjang, terbuka pilihan untuk dapat menggunakan

## REGULATION

1. Minister of Energy and Mineral Resources Regulation No. 12 of 2020: Third Amendment to Minister of Energy and Mineral Resources Regulation Number 08 of 2017 concerning Gross Split Production Sharing Contracts. This regulation affirms the enforcement of cooperation contracts and flexibility related to production sharing contracts, namely cost recovery or gross split. For new working areas (WKs) where the managers are carried out through the WK bidding process (auction) and for CAs whose contract period will end, whether the

bentuk kontrak bagi hasil dengan mekanisme pengembalian biaya operasi (*cost recovery*) atau kontrak bagi hasil gross split atau kontrak bentuk lainnya.

2. Surat Keputusan Pertamina No.Kpts-18/C00000/2020-20 : Struktur Organisasi Dasar PT Pertamina (Persero) yang diantaranya membentuk organisasi Subholding Hulu yang akan membawahi pengelolaan kegiatan usaha jasa penunjang hulu migas beserta anak perusahaan dan afiliasi Perusahaan.
3. Keputusan Menteri ESDM Nomor 33.K/03/MEM/2020 : Sistem Keanggotaan Dalam Pelayanan Pemanfaatan Data Hulu Minyak dan Gas Bumi.

Sistem keanggotaan dalam pelayanan pemanfaatan data hulu migas mencakup tata cara keanggotaan dan pemanfaatan data oleh anggota dan non anggota terhadap seluruh data yang bersifat tidak rahasia atau telah melewati masa kerahasiaan. Terdapat dua jenis keanggotaan, yaitu anggota wajib (*mandatory member*) dan anggota tidak wajib (*non mandatory member*). Terhadap anggota tersebut, dikenakan iuran keanggotaan, kecuali unit pelaksana.

### Harga Minyak Dunia

Harga minyak dunia pada tahun 2020 merosot tajam hingga sempat mencapai nilai negatif untuk minyak mentah jenis West Texas Intermediate (WTI), yaitu pada 20 April 2020 dengan nilai USD-37,63/barel. Penurunan harga minyak WTI sebesar 20,5%, sedangkan harga minyak Brent mengalami penurunan sebesar 21,5% di mana penurunan ini merupakan penurunan nilai terparah sejak tahun 2015. Setelah itu, harga minyak dunia mulai perlahan membaik dan mulai pulih kembali. Hal ini disebabkan adanya optimisme keberhasilan penguncian wilayah (*lockdown*) dan vaksin Covid-19 untuk menghentikan penyebaran virus. Selain itu, dukungan negara-negara OPEC untuk dapat menyesuaikan produksi dengan kapasitas permintaan menjadi salah satu kunci peningkatan harga minyak. Harga minyak dunia kini sudah kembali ke level sebelum pandemi Covid-19 yang membuat perekonomian global mengalami resesi. Harga minyak dunia untuk WTI sebesar 39,16 dan Brent sebesar 41,96. Penurunan ini dipengaruhi oleh usaha perbaikan perekonomian global yang dapat meningkatkan permintaan minyak sehingga harga minyak meningkat.

contract period will be extended or not extended, there is an option to use the production sharing contract form with a cost recovery mechanism or a gross split profit sharing contract or other form of contract.

2. Pertamina Decree No.Kpts-18/C00000/2020-20: Basic Organizational Structure of PT Pertamina (Persero), which includes the formation of the Upstream Subholding organization which will monitor the management of upstream oil and gas support services business activities along with its subsidiaries and affiliates.
3. Minister of Energy and Mineral Resources Decree Number 33.K/03/MEM/2020: Membership System in Upstream Oil and Gas Data Utilization Services.

The membership system in the upstream oil and gas data utilization service includes procedures for membership and data utilization by members and non-members of all unconfidential data or has passed the period of confidentiality. There are two types of membership, namely mandatory members and non-mandatory members. Members are subject to membership fees, except for the implementing unit.

### World Oil Prices

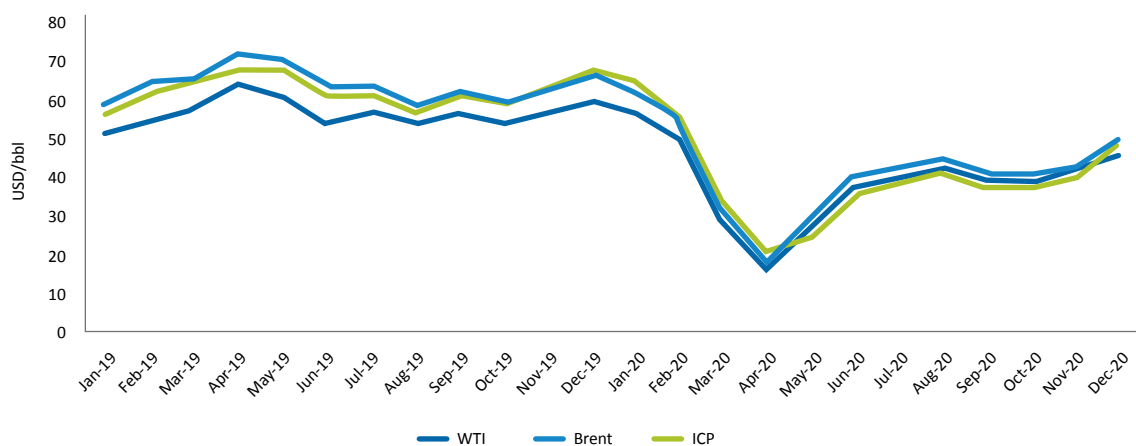
The world oil price in 2020 experienced a decrease sharply until it reached a negative value for West Texas Intermediate (WTI) crude oil, on April 20, 2020 with a value of USD-37.63/barrel. The decline in WTI oil price was 20.5%, while the price of Brent oil decreased by 21.5%, which was the worst decline since 2015. Then, world oil prices began to slowly improve and recover. This is due to optimism about the success of the lockdown and the Covid-19 vaccine to stop the virus. Besides, the support of OPEC countries to adjust production to demand capacity was one of the keys to increasing oil prices. The world oil price returned to the level before the Covid-19 pandemic which made the global economy experienced a recession. The world oil price for WTI was 39.16 and Brent was 41.96. This decline was influenced by global economy improvement efforts which could increase demand for oil so that oil prices would increase.

Harga minyak Indonesian Crude Price (ICP) juga mengalami penurunan drastis hingga mencapai nilai terendah pada bulan April sebesar USD 20,66 per barel. Pada bulan berikutnya, harga ICP mulai mengalami peningkatan hingga mencapai USD 47,78 per barel. Peningkatan harga minyak mentah Indonesia dipengaruhi oleh peningkatan harga minyak mentah dunia dengan diadakannya kesepakatan negara-negara OPEC dalam melakukan pemotongan produksi dan proyeksi pertumbuhan ekonomi global yang membaik. Tetapi, secara keseluruhan, rata-rata harga ICP selama tahun 2020 sekitar USD 40,45 per barel mengalami penurunan sekitar 35% jika dibandingkan dengan rata-rata harga ICP tahun 2019 sebesar USD 62,38 per barel.

The Indonesian Crude Price (ICP) also experienced a drastic decline, reached its lowest value in April at USD 20.66 per barrel. In the following month, the ICP price began to increase, reached USD 47.78 per barrel. The increase in Indonesia's crude oil price was influenced by the increase in world crude oil prices with the signed of an agreement by OPEC countries to cut production and projections of improved global economic growth. However, overall, the average ICP price in 2020 was around USD 40.45 per barrel, a decrease of around 35% when compared to the 2019 average ICP price of USD 62.38 per barrel.

**Harga Minyak Mentah Dunia**  
 World Crude Oil Price

**Monthly WTI, Brent & IC**



Sumber: EIA. Short-term Energy Outlook. ESDM

Source: EIA. Short-term Energy Outlook. ESDM

**INDUSTRI ENERGI 2020**

Pada tahun 2020, porsi bauran Energi Baru Terbarukan (EBT) mencapai 11,51% dari target 13,4% (Ditjen EBTKE, Januari 2021). Walau tidak mencapai target, tetapi capaian ini lebih tinggi dari capaian 2019 sebesar 9,2%. Pada tahun 2025, ditargetkan energi primer dapat tersedia sebesar 400 MTOE dengan bauran energi primer melalui peran EBT sebesar 23%, minyak bumi sebesar 25%, batubara 30%, dan gas bumi sebesar 22% dari total energi primer. Minyak dan gas masih menjadi sumber energi yang akan dibutuhkan kedepan, walaupun nilainya bauran minyak akan mengalami penurunan menjadi sekitar 19,5% dalam bauran energi di tahun 2050.

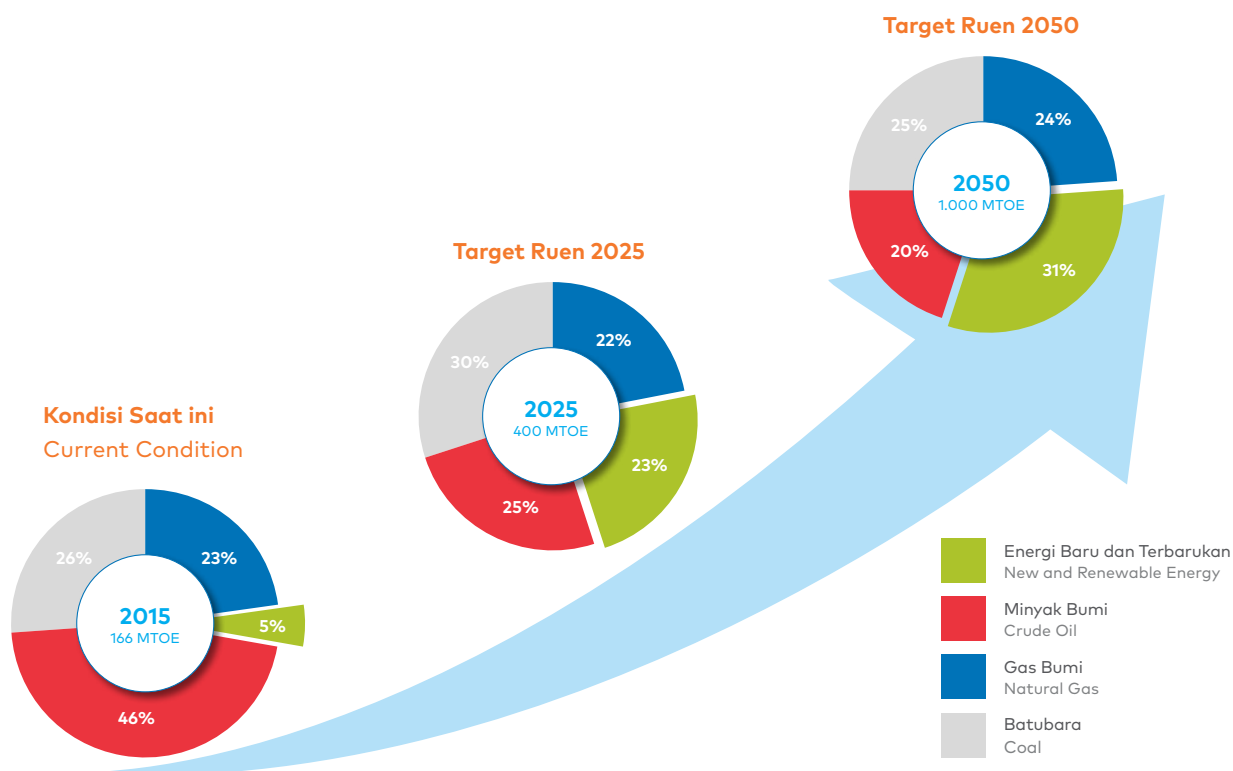
**Energy Industry 2020**

In 2020, the portion of the New and Renewable Energy (EBT) mix reached 11.51% of the target of 13.4% (Ditjen EBTKE, January 2021). Even though it did not reach the target, this achievement was higher than the 2019 achievement of 9.2%. In 2025, it is targeted that primary energy can be available at 400 MTOE with a primary energy mix through the role of EBT by 23%, petroleum by 25%, coal by 30%, and natural gas by 22% of the total primary energy. Oil and gas are still an important source of energy in the future, although the value of the oil mix will decrease to around 19.5% in the energy mix in 2050.



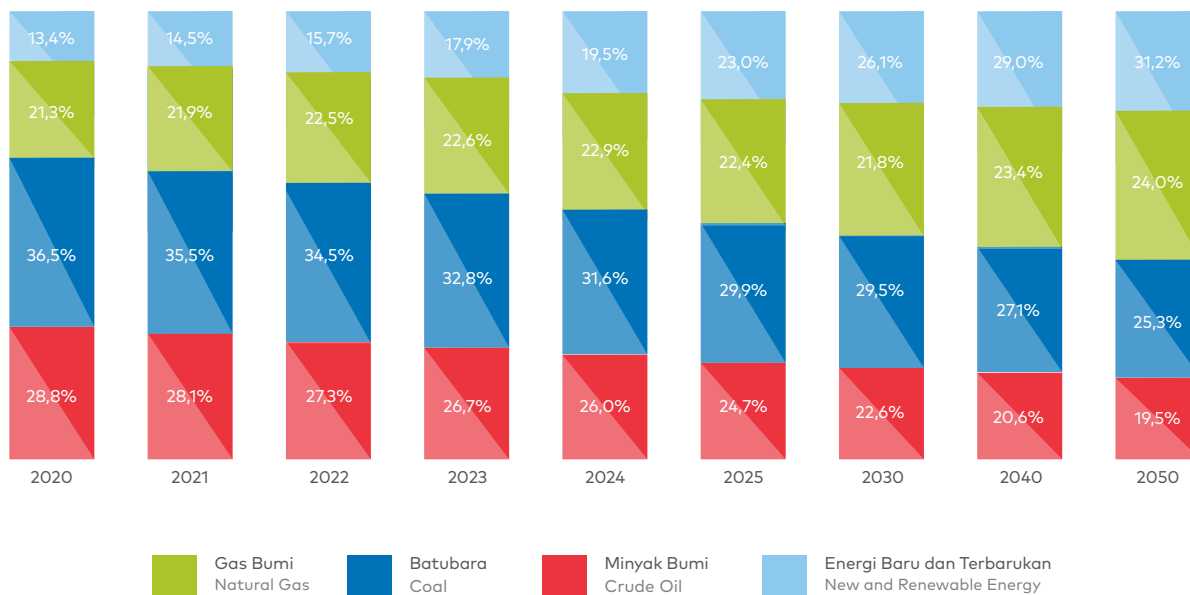
### Bauran Energi Primer Primary Energy Mix

Target KEN	2025	2050
Peran Energi Energy Role	Sebagai Modal Pembangunan As Development Capital	
Bauran EBT EBT Mixture	23%	31%
Penyediaan Energi Energy Supply	> 400 MTOE	> 1.000 MTOE
Pembangkit Listrik Power Plants	> 115 GW	> 430 GW
Elastisitas Energi Energy Elasticity	< 1	< 1
Listrik/Kapita/Tahun Electricity/Capita/Year	2.500 Kwh	7.000 Kwh
Rasio Elektrifikasi Electrification Ratio	-100%	-100%



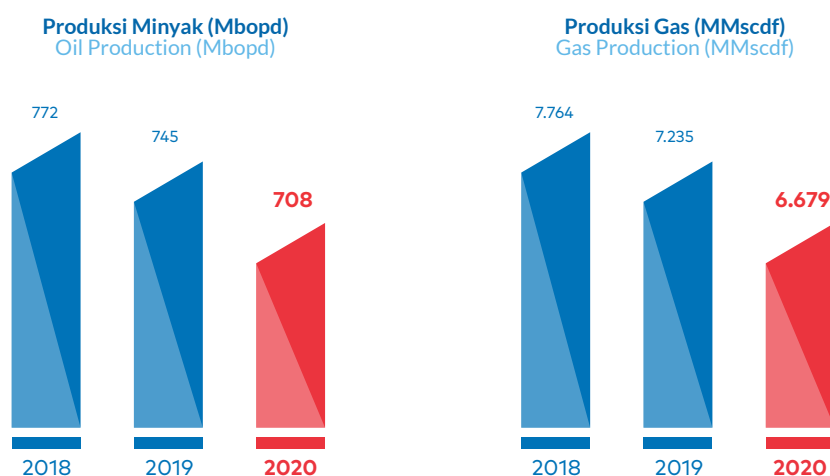
Satuan: MTOE  
Unit: MTOE

ENERGI PRIMER PRIME ENERGY	2020	2021	2022	2023	2024	2025	2030	2040	2050
EBT	38,6	44,7	51,3	62,8	73,2	92,3	130,6	212,8	316,0
Minyak Bumi Crude Oil	82,9	86,5	89,2	93,9	97,7	98,8	113,0	151,1	197,9
Gas Bumi Natural Gas	61,1	67,3	73,7	79,5	85,8	89,6	109,2	171,7	243,1
Batubara Coal	104,9	109,0	112,9	115,2	118,6	119,9	147,6	198,6	256,2
<b>Total</b>	<b>287,4</b>	<b>307,4</b>	<b>327,1</b>	<b>351,4</b>	<b>375,3</b>	<b>400,6</b>	<b>500,4</b>	<b>734,2</b>	<b>1013,2</b>

Sumber: RUEN, 2017  
Source: RUEN, 2017

Pandemi Covid-19 dan harga minyak yang turun menyebabkan keadaan ekonomi melemah dan memberikan dampak signifikan bagi kegiatan hulu migas Indonesia sehingga Pemerintah melakukan revisi target RAPBN terkait produksi dan lifting migas. Tetapi dibandingkan dengan industri lainnya, sektor hulu migas dalam negeri berhasil mencatat kinerja yang cukup baik di tengah pandemi Covid-19. Terkait capaian hulu migas, SKK Migas mampu menyelesaikan 15 proyek *onstream* dari 11 proyek *onstream* yang ditargetkan atau 136 persen.

The Covid-19 pandemic and the decrease in oil prices caused the economy to weaken and had a significant impact on Indonesia's upstream oil and gas activities and encouraged the Government to revised the State Budget Plan targets related to oil and gas production and lifting. However, compared to other industries, the domestic upstream oil and gas sector managed to record a fairly good performance amid the Covid-19 pandemic. Regarding the achievements of upstream oil and gas, SKK Migas was able to complete 15 onstream projects out of 11 targeted onstream projects or 136 percent.



Sumber : SKK Migas

Source: SKK Migas

## INVESTASI HULU MIGAS INDONESIA

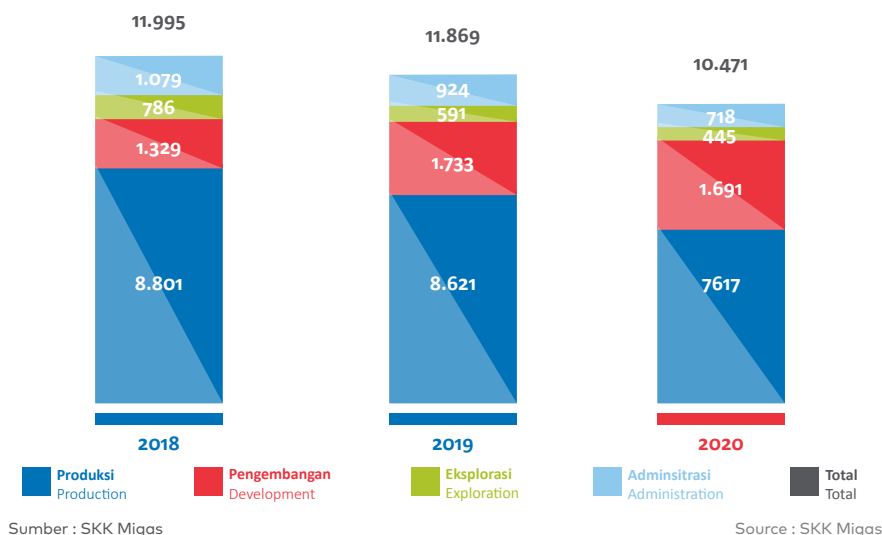
Realisasi investasi hulu migas tahun 2020 mencapai USD10,47 miliar atau 86,5 persen dari target sebesar USD12,1 miliar. Dibandingkan dengan tahun 2019, realisasi investasi pada tahun ini menurun sekitar 11%. Hal ini dipengaruhi oleh menurunnya harga minyak dan perekonomian. Perlu adanya dorongan dari Pemerintah dan komitmen yang dapat menciptakan kepastian di bisnis migas untuk dapat meningkatkan iklim investasi yang lebih baik di tahun 2021. Selain itu, dampak pandemi Covid-19 juga mengakibatkan aktivitas produksi di tahun 2020 menurun jika dibandingkan pada tahun sebelumnya. Penurunan realisasi ini terjadi pada seluruh aktivitas produksi meliputi : seismic 2D 3.165 km, seismic 3D 1.250 sq km, pemboran eksplorasi 21 sumur, development wells drilling 252 sumur, workover 577 aktivitas, dan well services 23.636 aktivitas.

## INDONESIAN UPSTREAM OIL AND GAS INVESTMENT

The realization of upstream oil and gas investment in 2020 reached USD10.47 billion or 86.5 percent of the target of USD12.1 billion. Compared to 2019, investment realization in 2020 decreased by around 11%. This was influenced by the decline in oil prices and the economy. The Government needs to encouraged and a committed to be able to create certainty in the oil and gas business to improve a better investment climate in 2021. Besides, the impact of the Covid-19 pandemic also causes production activities in 2020 to decrease compared to the previous year. The decrease in realization occurred in all production activities including: 2D seismic 3,165 km, 3D seismic 1,250 sq km, exploration drilling of 21 wells, development wells drilling 252 wells, workover 577 activities, and well services 23,636 activities.

**Realisasi Survei Seismik, Pengeboran, dan Oilfield Services**
**Realization of Seismic Surveying, Drilling, and Oilfield Services**

	Ukuran Detail Detail Size	2018	2019	2020
Seismic 2D Seismic 2D	km	2.469	12.169	3.165
Seismic 3D Seismic 3D	sq km	1.188	6.837	1.250
Pemboran Eksplorasi Exploration Drilling	sumur	40	36	21
Development Wells Drilling Development Wells Drilling	sumur	278	322	252
Workover Workover	Aktivitas Activities	628	806	577
Well Service Well Service	Aktivitas Activities	76.485	29.405	23.636

**Realisasi Hulu Migas (Juta US\$)**  
 Realization of Upstream Oil and Gas (Million US\$)

**KONSUMSI BBM INDONESIA**

Konsumsi BBM di Indonesia dapat tergambarkan salah satunya melalui penjualan kendaraan bermotor di tahun 2020 yang mengalami penurunan drastic. Penjualan motor menurun sekitar 43,57 persen dibandingkan dengan data penjualan tahun 2019. Realisasi penjualan sepanjang Januari – Desember 2020 mencapai 4.361.008 unit. Realisasi penjualan tahun ini merupakan penjualan terburuk dalam 5 tahun terakhir.

Hal yang sama dialami pada jumlah penjualan mobil tahun 2020 yang mengalami penurunan tajam. Total penjualan wholesales menurun hingga 48,3 persen dari tahun sebelumnya, sedangkan untuk ritel mengalami penurunan 44,5 persen.

**INDONESIA'S FUEL CONSUMPTION**

The consumption of fuel in Indonesia can be illustrated, through the sale of motor vehicles in 2020 which has experienced a drastic decline. Motorcycle sales decreased by around 43.57 percent compared to sales data for 2019. Sales realization during January - December 2020 reached 4,361,008 units. 2020 sales realization was the worst sales in the last 5 years.

The same thing was experienced by the number of car sales in 2020 which experienced a sharp decline. Total wholesales decreased by 48.3 percent from the previous year, while retail decreased by 44.5 percent. The number of wholesales reached 532,027 units and

Jumlah penjualan *wholesales* mencapai 532.027 unit dan jumlah penjualan ritel mencapai 578.327 unit. Pertumbuhan ekonomi yang sedang menurun menjadi salah satu penyebab penurunan penjualan mobil.

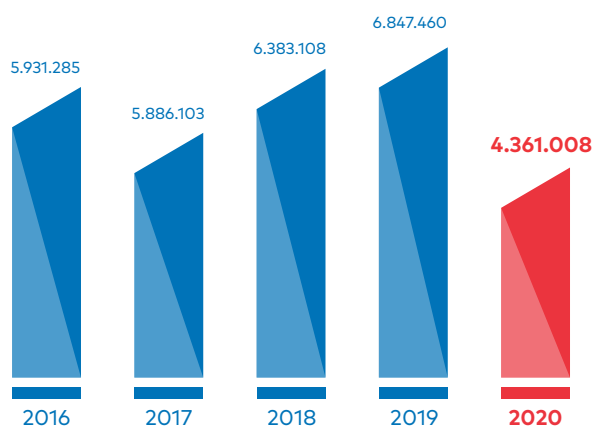
Hal ini berdampak pada kebutuhan permintaan BBM tahun 2020 sebesar 70,8 juta kl, menurun sekitar 13% dibandingkan 2019. Penurunan penjualan BBM turun signifikan, terutama saat pemberlakuan PSBB di sejumlah kota di Indonesia. Saat itu, penjualan BBM Jakarta turun sampai 57%, sedangkan secara nasional penurunan terjadi sebesar 26%. Menurut Badan Pengatur Hilir Minyak dan Gas Bumi (BPH Migas), penjualan Jenis BBM Khusus Penugasan (JBKP) yaitu Premium sebesar 8,44 juta kl, lebih rendah dari target APBN 2020 sebesar 11 juta kl. Realisasi penjualan Premium tahun ini turun sekitar 26,54% dibandingkan dengan realisasi 2019 sebesar 11,49 juta kl. Sedangkan untuk Jenis BBM Umum (JBU)/non-penugasan Premium sebesar 141,5 ribu kl. Sedangkan untuk total penjualan Solar selama 2020 mencapai 27,70 juta kl.

the number of retail sales reached 578,327 units. Declining economic growth is one of the causes of the decline in car sales.

This has an impact on the demand for fuel in 2020 of 70.8 million kl, a decrease of around 13% compared to 2019. The decline in fuel sales were significantly, especially during the implementation of the Large Scale Social Restricted (PSBB) in several cities in Indonesia. At that time, Jakarta's fuel sales decreased by 57%, while nationally the decline was 26%. According to the Downstream Oil and Gas Regulatory Agency (BPH Migas), sales of the Special Assignment Type of Fuel (JBKP), namely Premium, Amounted to 8.44 million kl, lower than the 2020 State Budget target of 11 million kl. Realization of Premium sales in 2020 decreased by around 26.54% compared to the 2019 realization of 11.49 million kl. As for the General Fuel Type (JBU)/non-assignment Premium Amounting to 141.5 thousand kl. Meanwhile, total sales of diesel fuel during 2020 reached 27.70 million kl.

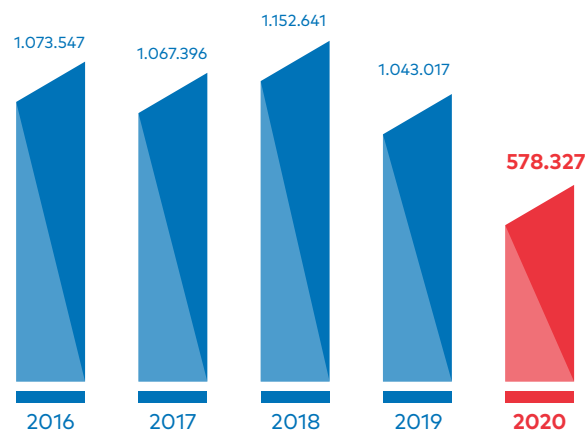
### Penjualan Kendaraan Bermotor Indonesia Sales of Indonesian Motor Vehicles

#### Penjualan Motor Motorcycle Sales



Sumber: AISI, Gaikindo

#### Penjualan Mobil Ritel Retail Car Sales



Source: AISI, Gaikindo

## RENCANA STRATEGIS 2020

### 2020 STRATEGIC PLAN

Penurunan harga minyak mentah sebagai dampak pandemi Covid-19 di tahun ini yang menjadi tantangan besar bagi Perseroan untuk tetap mempertahankan profitabilitasnya. Dampak dari penurunan harga minyak yang pada tahun 2020 masih membawa dampak penurunan pasar jasa migas yang besar yang ditandai dengan penurunan tajam pada realisasi investasi hulu migas khususnya dengan pengurangan program kerja kegiatan Hulu migas khususnya yang ada di *market share* Perseroan.

Disisi lain Jasa Distribusi dan Logistik Energi juga mengalami penurunan yang signifikan, terkait dengan pertumbuhan konsumsi BBM khususnya Indonesia. Penurunan penjualan kendaraan bermotor dan kebutuhan BBM Industri sebagai dampak PSBB di diberlakukan di hampir seluruh wilayah Indonesia berdampak pada penjualan BBM dan jasa terkait seperti jasa transportasi migas, pengelolaan depo, penjualan BBM Inmar dan lainnya. Namun disisi lain Perseroan dihadapkan pada kebijakan Pertamina yang melakukan pengetatan anggaran sehingga melakukan pemotongan tarif jasa fleet management hingga 7% sehingga menurunkan profitabilitas anak perusahaan dalam hal ini EPN.

Selain itu pelemahan kurs nilai tukar dan kenaikan *interest rate* pinjaman juga turut memberi dampak yang signifikan pada kinerja Perseroan. Untuk menghadapi ketidakpastian kondisi eksternal yang berpotensi menimbulkan ancaman, Menghadapi tantangan , adapun rencana strategis Perseroan yang dilakukan di tahun 2020, mencakup:

The decline in crude oil prices as a result of the Covid-19 pandemic was a big challenge for the Company to maintain its profitability. The impact of the decline in oil prices, which in 2020 still had the impact of a large decline in the oil and gas services market, which was marked by a sharp decline in the realization of upstream oil and gas investment, especially by reducing the work program for upstream oil and gas activities specifically in the Company's market share.

Besides, Energy Distribution and Logistics Services also experienced a significant decline, in connection with the growth in fuel consumption, especially in Indonesia. The decline in sales of motor vehicles and the need for industrial fuel as a result of the PSBB being implemented in almost all regions of Indonesia has an impact on the sales of fuel and related services such as oil and gas transportation services, depot management, Inmar fuel sales and others. However, on the other hand, the Company is faced with Pertamina's policy of tightening its budget so that it cuts rates for fleet management services by up to 7%, thereby reducing the profitability of its subsidiaries, in this case EPN.

Also, the weakening of the exchange rate and the increase in loan interest rates had a significant impact on the Company's performance. To deal with uncertain external conditions that have the potential to pose a threat, Facing challenges, the Company's strategic plans carried out in 2020 include:

Kondisi/Tantangan Conditions/Challenges	Program/Rencana Strategis Strategic Program/Plan
Digitalisasi Digitization	Percepatan integrasi system dan data Accelerate system and data integration
Operation Excellent ,Pencapaian Profitability & Mempertahankan kinerja HSE Excellent Operation, Achieving Profitability & Maintaining HSE performance	<ul style="list-style-type: none"> <li>• Aliansi strategis/Partnership</li> <li>• Sinergi anak perusahaan dan Pertamina Group</li> <li>• Prioritas Capex</li> <li>• Project Management</li> <li>• Integrasi standar HSE</li> </ul> <ul style="list-style-type: none"> <li>• Strategic alliances/Partnerships</li> <li>• Synergy between subsidiaries and Pertamina Group</li> <li>• Capex priority</li> <li>• Project Management</li> <li>• HSE standard integration</li> </ul>
Utilisasi dan optimalisasi Alat Utilization and optimization of tools	Asset integrated data management dengan implementasi ISO 55001 Asset integrated data management with the implementation of ISO 55001
Pengembangan bisnis baru New business development	Selektif pengembangan bisnis baru. Selective new business development.

## TINJAUAN OPERASI PER SEGMENT USAHA

### OPERATION REVIEW PER BUSINESS SEGMENT

Perseroan terus berupaya untuk mengoptimalkan setiap segmen operasi dalam mendorong kinerja Perseroan untuk meningkatkan nilai bagi para Pemegang Saham dan pemangku kepentingan lainnya. Berdasarkan Pernyataan Standar Akuntansi Keuangan (PSAK) 5 (Revisi 2009) tentang "Segmen Operasi", segmen usaha Perseroan dikelompokkan menurut kegiatan usaha yaitu, Jasa Hulu Migas, Jasa Distribusi & Logistik Energi, serta Jasa Penunjang Migas.

### ANALISIS SEGMENT USAHA BERDASARKAN PRODUK DAN JASA YANG DIHASILKAN

Berdasarkan produk dan jasa yang dihasilkan, Perseroan mengembangkan produk dan jasa melalui 3 (tiga) segmen usaha, yang juga dijalankan oleh kelompok usaha Perseroan, yaitu Jasa Hulu Migas, Jasa Distribusi & Logistik Energi, serta Jasa Penunjang Migas. Berikut sekilas penjelasan operasi masing-masing segmen dalam pelaporan segmen.

1. **Jasa Hulu Migas Terintegrasi**  
Jasa hulu migas terintegrasi menyediakan jasa pengukuran data geofisika/seismik, jasa pemboran migas, dan jasa *oilfield* dan EPC OM.
2. **Jasa Distribusi & Logistik Energi**  
Jasa distribusi dan logistik energi menyediakan jasa penyimpanan, perdagangan, pendistribusian dan pemasaran produk minyak dan gas di Indonesia.
3. **Jasa Penunjang Migas**  
Jasa penunjang migas menyediakan jasa penguliran, perdagangan pipa OCGT (*Open Cycle Gas Turbine*) dan fabrikasi, pembuatan ulir (*threading*) untuk pemboran migas, jasa pengelolaan data dan informasi energi dan sumber daya mineral (khususnya eksplorasi dan eksploitasi minyak dan gas bumi), jasa pengelolaan data migas, jasa pembangunan sistem teknologi informasi terpadu, jasa telekomunikasi, jasa penyediaan jaringan, telekomunikasi satelit dan sistem komunikasi VSAT (*Very-Small-Aperture Terminal*).

Sekilas tentang profitabilitas dan kontribusi segmen operasi terhadap kinerja keuangan Perusahaan dapat dilihat pada tabel-tabel di bawah ini:

The Company continues to strive to optimize each operating segment in encouraging the Company's performance to increase value for Shareholders and other stakeholders. Based on the Statement of Financial Accounting Standards (PSAK) 5 (Revised 2009) concerning "Operating Segments", the Company's business segments are grouped according to business activities, namely, Upstream Oil and Gas Services, Energy Distribution & Logistics Services, and Oil and Gas Support Services.

### ANALYSIS OF BUSINESS SEGMENTS BASED ON PRODUCTS AND SERVICES PRODUCED

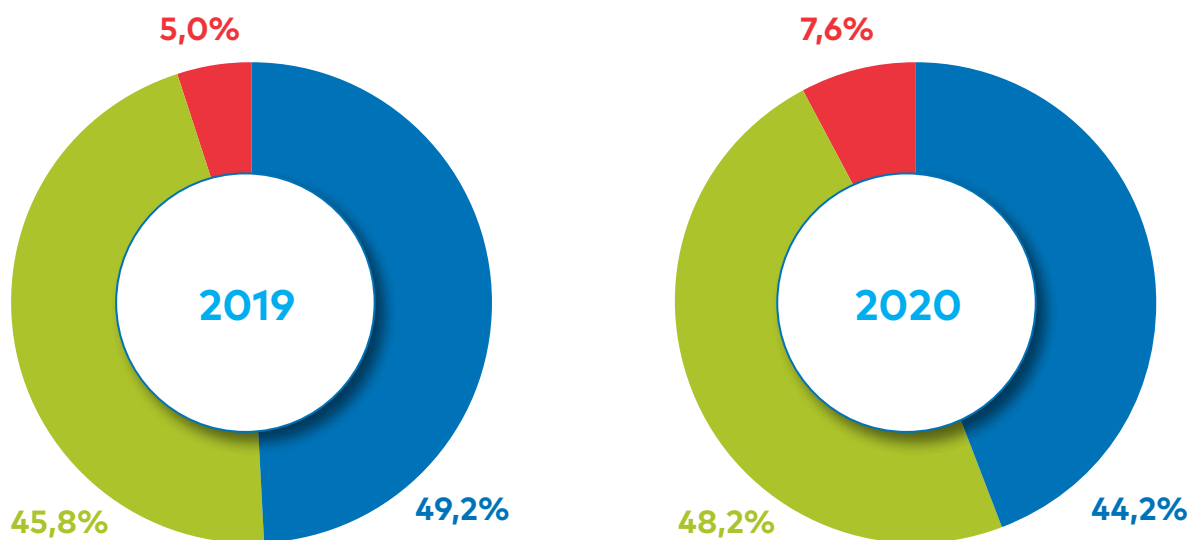
Based on the products and services produced, the Company develops products and services through 3 (three) business segments, which are also run by the Company's business groups, namely Upstream Oil and Gas Services, Energy Distribution & Logistics Services, and Oil and Gas Support Services. The following is a brief explanation of the operation of each segment in segment reporting.

1. **Integrated Upstream Oil and Gas Services**  
Integrated upstream oil and gas services provide geophysical/seismic data measurement services, oil and gas drilling services and, oilfield services and EPC OM.
2. **Energy Distribution & Logistics Services**  
Energy distribution and logistics services provide storage, trading, distribution and marketing services for oil and gas products in Indonesia.
3. **Oil and Gas Support Services**  
Oil and gas support services provide rolling services, trading of OCGT (*Open Cycle Gas Turbine*) pipes and fabrication, thread making (*threading*) for oil and gas drilling, data management services and information on energy and mineral resources (especially exploration and exploitation of oil and gas), services oil and gas data management, integrated information technology system development services, telecommunications services, network provisioning services, satellite telecommunications and the VSAT (*Very-Small-Aperture Terminal*) communication system.

A glimpse of the profitability and contribution of the operating segment to the Company's financial performance can be seen in the following tables:

**Jumlah dan Kontribusi Segmen Operasi terhadap Pendapatan**  
 Number and Contribution of Operating Segments to Revenues

Segmen Operasi Operating Segments	2020		2019		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah (Rp-juta) Total (Rp-million)	Kontribusi (%) Contribution	Jumlah (Rp-juta) Total (Rp-million)	Kontribusi (%) Contribution	Selisih (Rp-juta) Difference (Rp-million)	Persentase (%) Percentage
Jasa Distribusi dan Logistik Energi Energy Distribution and Logistics Services	3.786.529	44,2%	4.364.090	49,2%	(577.561)	-13,2%
Jasa Hulu Migas Terintegrasi Integrated Upstream Oil and Gas Services	3.760.935	48,2%	3.847.015	45,8%	(86.080)	-2,2%
Jasa Penunjang Migas Oil and Gas Support Services	1.409.031	7,6%	988.663	5,0%	420.368	42,5%
Rekonsiliasi Reconciliation	(1.229.549)		(814.644)		(414.905)	50,9%
<b>Jumlah Pendapatan</b> <b>Total Revenues</b>	<b>7.726.945</b>		<b>8.385.124</b>	<b>100,0%</b>	<b>(658.179)</b>	<b>-7,85%</b>

**Kontribusi terhadap Pendapatan**  
 Contribution to Revenues


Jasa Distribusi dan Logistik Energi  
Energy Distribution and Logistics Services

Jasa Hulu Migas Terintegrasi  
Integrated Upstream Oil and Gas Services

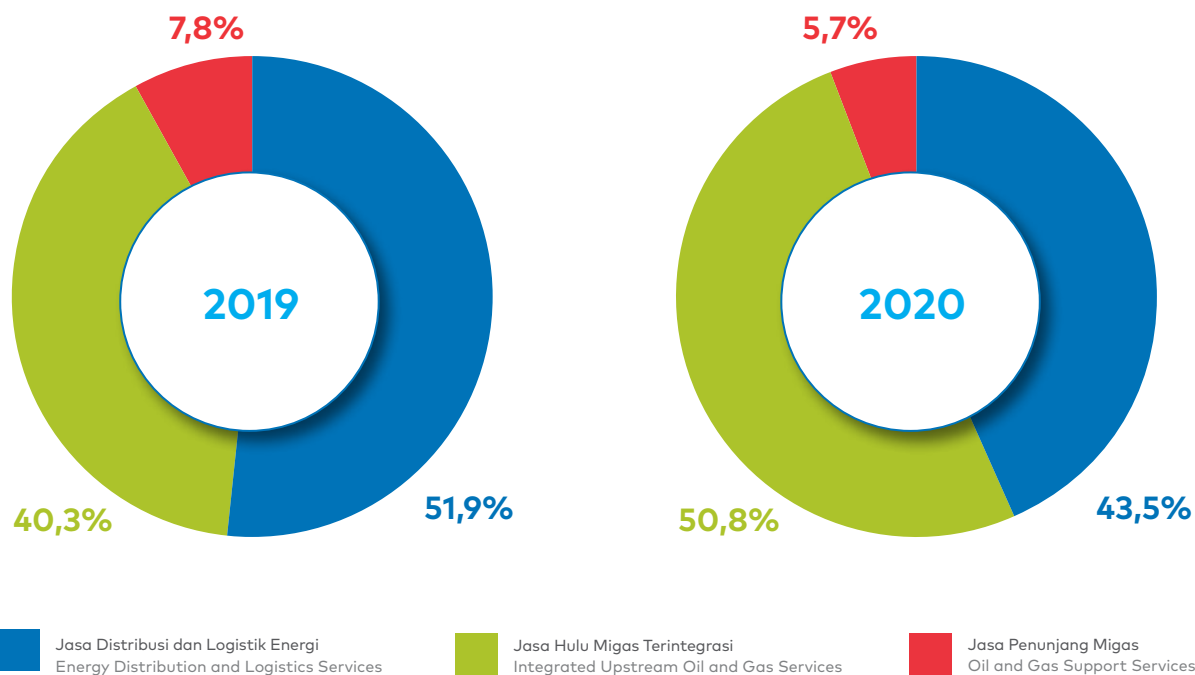
Jasa Penunjang Migas  
Oil and Gas Support Services



**Jumlah dan Kontribusi Segmen Operasi terhadap Beban Pokok Pendapatan**  
Total Operating Segments and Contribution to Cost of Revenues

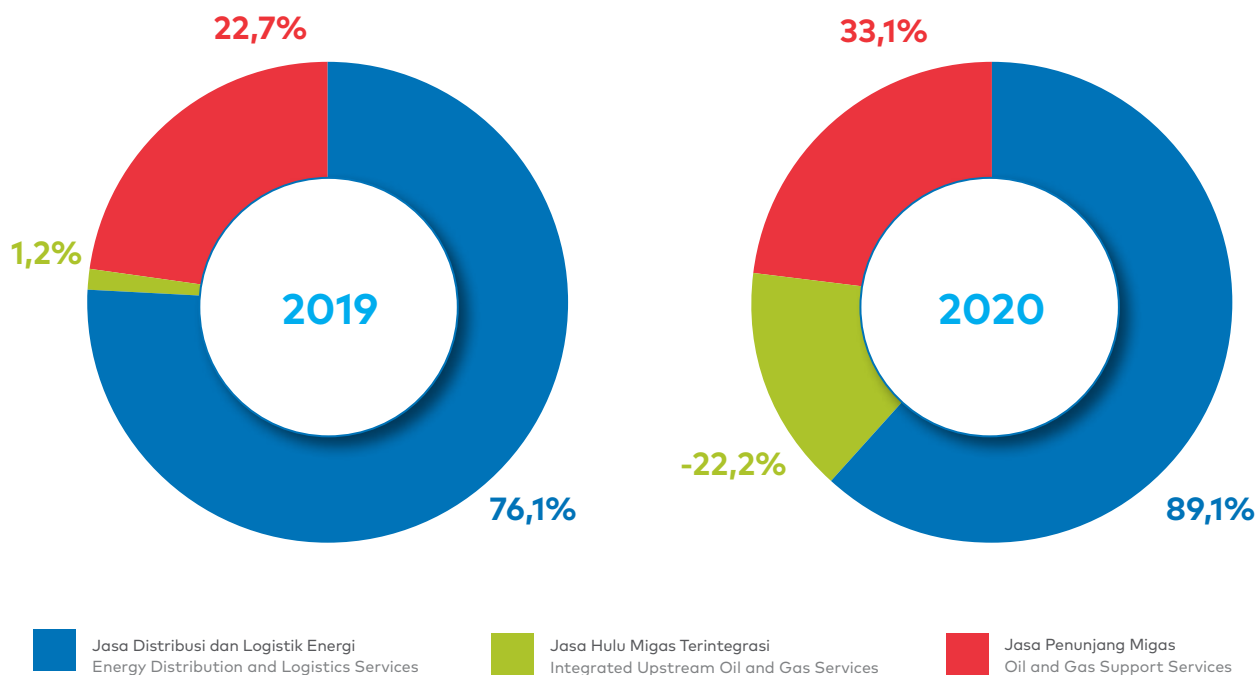
Segmen Operasi Operating Segments	2020		2019		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah (Rp-juta) Total (Rp-million)	Kontribusi (%) Contribution	Jumlah (Rp-juta) Total (Rp-million)	Kontribusi (%) Contribution	Selisih (Rp-juta) Difference (Rp-million)	Persentase (%) Percentage
Jasa Distribusi dan Logistik Energi Energy Distribution and Logistics Services	3.408.866	43,5%	3.909.600	51,9%	(500.734)	-12,8%
Jasa Hulu Migas Terintegrasi Integrated Upstream Oil and Gas Services	3.594.337	50,8%	3.578.480	40,3%	15.857	0,4%
Jasa Penunjang Migas Oil and Gas Support Services	1.205.987	5,7%	820.397	7,8%	385.590	47,0%
Rekonsiliasi Reconciliation	(1.224.718)		(794.438)		(430.280)	54,2%
<b>Jumlah Beban Pokok Pendapatan</b> Total Cost of Revenues	<b>6.984.472</b>	<b>100,00%</b>	<b>7.514.039</b>	<b>100,00%</b>	<b>(529.567)</b>	<b>-7,05%</b>

**Kontribusi terhadap Beban Pokok Pendapatan**  
Contribution to Cost of Revenues



**Jumlah dan Kontribusi Segmen Operasi terhadap Laba Tahun Berjalan**  
 Number and Contribution of Operating Segments to Profit for the Year

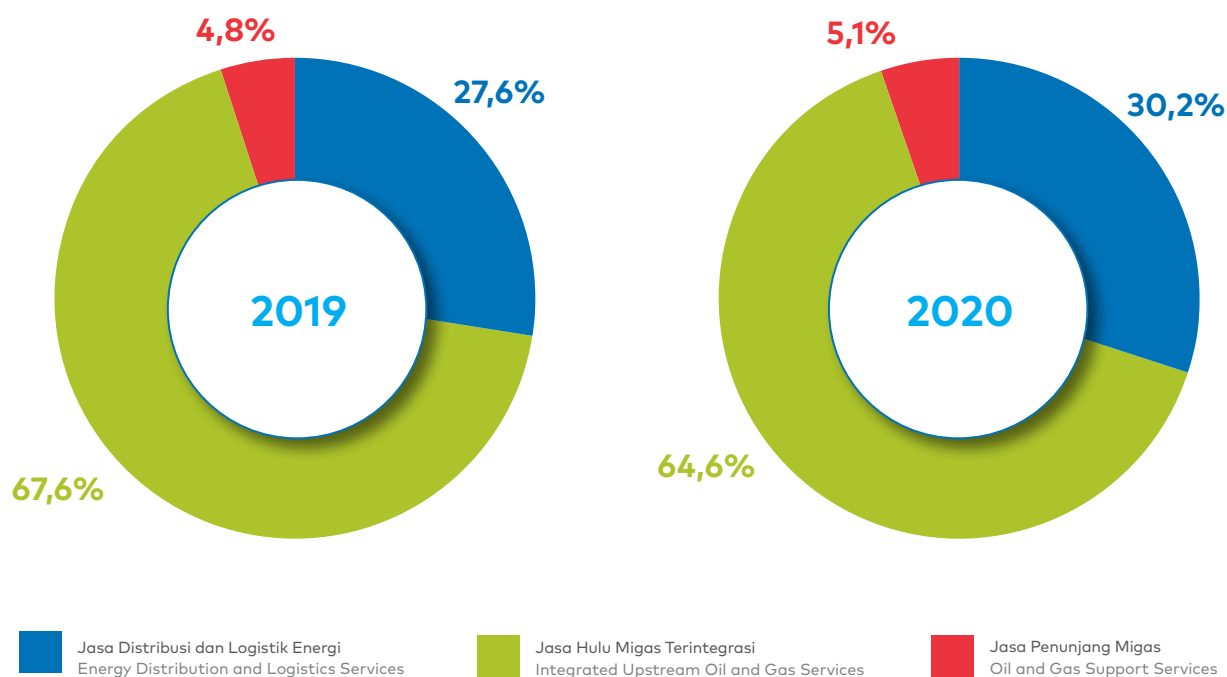
Segmen Operasi Operating Segments	2020		2019		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah (Rp-juta) Total (Rp-million)	Kontribusi (%) Contribution	Jumlah (Rp-juta) Total (Rp-million)	Kontribusi (%) Contribution	Selisih (Rp-juta) Difference (Rp-million)	Persentase (%) Percentage
Jasa Distribusi dan Logistik Energi Energy Distribution and Logistics Services	222.050	89,1%	271.345	76,1%	(49.295)	-18,2%
Jasa Hulu Migas Terintegrasi Integrated Upstream Oil and Gas Services	(55.396)	-22,2%	4.310	1,2%	(59.706)	-1385,3%
Jasa Penunjang Migas Oil and Gas Support Services	87.440	33,1%	92.112	22,7%	(4.672)	-5,1%
Rekonsiliasi Reconciliation	(5.011)		(11.283)		6.272	-55,6%
<b>Jumlah Beban Pokok Pendapatan</b> <b>Total Cost of Revenues</b>	<b>249.083</b>	<b>100,0%</b>	<b>356.484</b>	<b>100,0%</b>	<b>(107.401)</b>	<b>-30,13%</b>

**Kontribusi terhadap Laba Tahun Berjalan**  
 Contribution to Profit for the Year


**Jumlah dan Kontribusi Segmen Operasi terhadap Aset**  
Amount and Contribution of Operating Segments to Assets

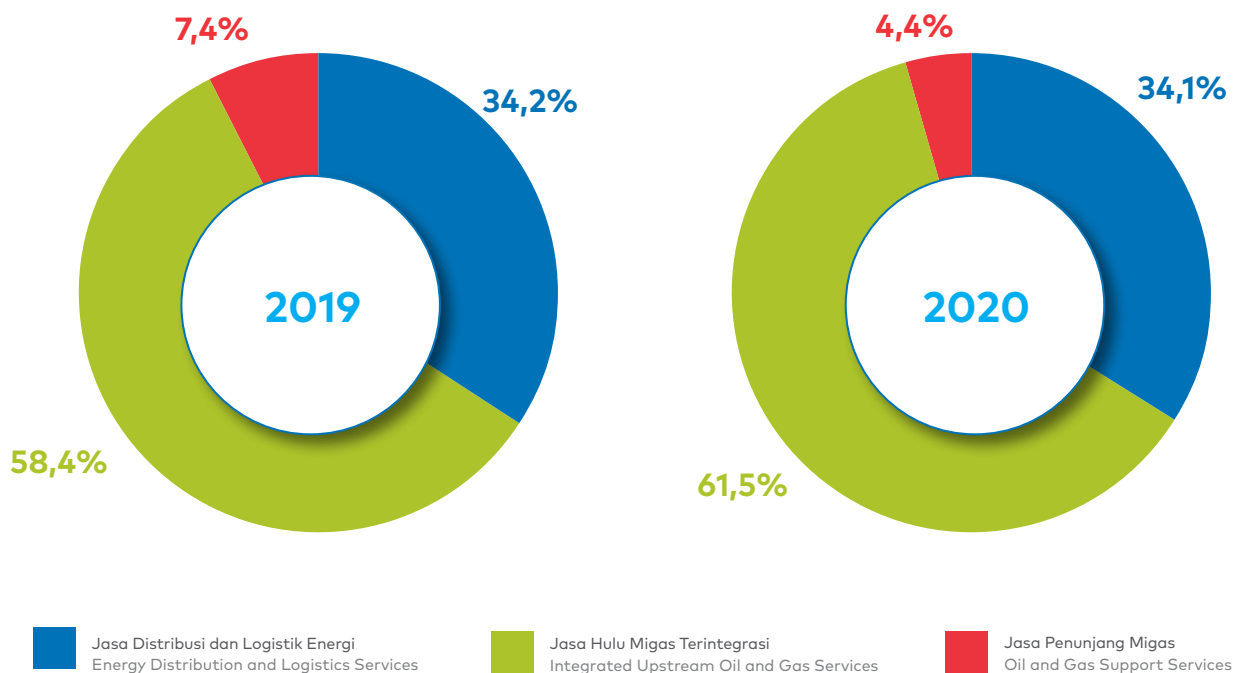
Segmen Operasi Operating Segments	2020		2019		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah (Rp-juta) Total (Rp-million)	Kontribusi (%) Contribution	Jumlah (Rp-juta) Total (Rp-million)	Kontribusi (%) Contribution	Selisih (Rp-juta) Difference (Rp-million)	Persentase (%) Percentage
Jasa Distribusi dan Logistik Energi Energy Distribution and Logistics Services	2.287.297	30,2%	1.974.247	27,6%	313.050	15,9%
Jasa Hulu Migas Terintegrasi Integrated Upstream Oil and Gas Services	4.907.865	64,6%	4.606.703	67,6%	301.162	6,5%
Jasa Penunjang Migas Oil and Gas Support Services	1.220.049	5,1%	1.086.423	4,8%	133.626	12,3%
Rekonsiliasi Reconciliation	(852.392)		(862.337)		9.945	-1,2%
<b>Jumlah Aset</b> <b>Total Assets</b>	<b>7.562.819</b>	<b>100,00%</b>	<b>6.805.036</b>	<b>100,00%</b>	<b>757.783</b>	<b>11,14%</b>

**Kontribusi terhadap Aset**  
Contribution to Assets



**Jumlah dan Kontribusi Segmen Operasi terhadap Liabilitas**  
 Total and Contribution of Operating Segments to Liabilities

Segmen Operasi Operating Segments	2020		2019		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah (Rp-juta) Total (Rp-million)	Kontribusi (%) Contribution	Jumlah (Rp-juta) Total (Rp-million)	Kontribusi (%) Contribution	Selisih (Rp-juta) Difference (Rp-million)	Persentase (%) Percentage
Jasa Distribusi dan Logistik Energi Energy Distribution and Logistics Services	1.333.553	34,1%	1.107.918	34,2%	225.635	20%
Jasa Hulu Migas Terintegrasi Integrated Upstream Oil and Gas Services	2.371.866	61,5%	2.092.940	58,4%	278.926	13%
Jasa Penunjang Migas Oil and Gas Support Services	374.255	4,4%	316.169	7,4%	58.086	18%
Rekonsiliasi Reconciliation	(257.799)		(288.688)		30.889	-11%
<b>Jumlah Liabilitas</b> Total Liabilities	<b>3.821.875</b>	<b>100%</b>	<b>3.228.339</b>	<b>100,00%</b>	<b>593.536</b>	<b>18%</b>

**Kontribusi terhadap Liabilitas**  
 Contribution to Liabilities


## SEGMENT JASA DISTRIBUSI DAN LOGISTIK ENERGI

### KEGIATAN OPERASI SEGMENT JASA DISTRIBUSI DAN LOGISTIK ENERGI

Untuk mendukung bisnis utama Perseroan di bidang jasa hulu Migas, Perseroan menjalankan usaha jasa hilir migas yang dilakukan oleh anak perusahaan melalui PT Elnusa Petrofin (EPN). Dalam menjalankan kegiatan usaha jasa hilir migas, Perseroan berfokus pada kegiatan operasi berupa:

1. Pengelolaan angkutan Bahan Bakar Minyak (BBM) dari Terminal BBM Pertamina ke Stasiun Pengisian Bahan Bakar Umum (SPBU) dan Agen Premium Minyak Solar (APMS) serta Stasiun Pengisian Bahan Bakar Bunker (SPBB).
2. Pengelolaan Depo BBM milik swasta, mulai dari kegiatan administrasi pembelian BBM, pengangkutan BBM, penyimpanan BBM dan penyaluran BBM di lokasi pelanggan.
3. Pengelolaan Depo LPG milik sendiri (Amurang).
4. Penjualan BBM keekonomian (non subsidi) kepada pelanggan Industri & Marine.
5. Penjualan *specialty chemical* dan *commodity chemical* untuk industri migas.
6. Penjualan pelumas Pertamina kepada pelanggan swasta.
7. Pengelolaan operasional SPBU dan SPBE milik sendiri dan milik swasta dengan metode profit sharing, yang menjual produk BBM dan BBK serta pengisian produk LPG bersubsidi produksi Pertamina.

Proses Kegiatan usaha jasa hilir migas dapat digambarkan sebagai berikut:

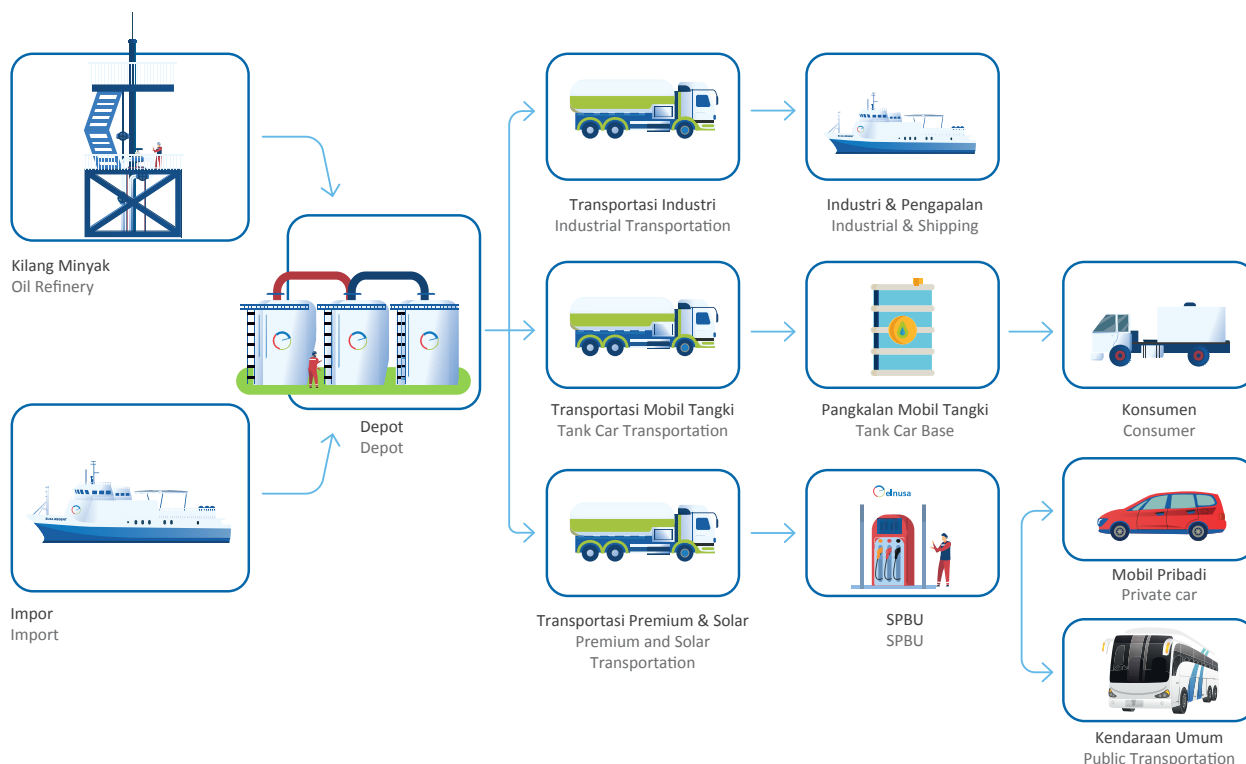
## ENERGY DISTRIBUTION AND LOGISTIC SERVICES SEGMENT

### ENERGY DISTRIBUTION AND LOGISTICS SERVICES SEGMENT OPERATIONS

To support the Company's main business in the upstream oil and gas services sector, the Company operates a downstream oil and gas service business which is carried out by its subsidiary through PT Elnusa Petrofin (EPN). In carrying out downstream oil and gas service business activities, the Company focuses on operating activities in the form of:

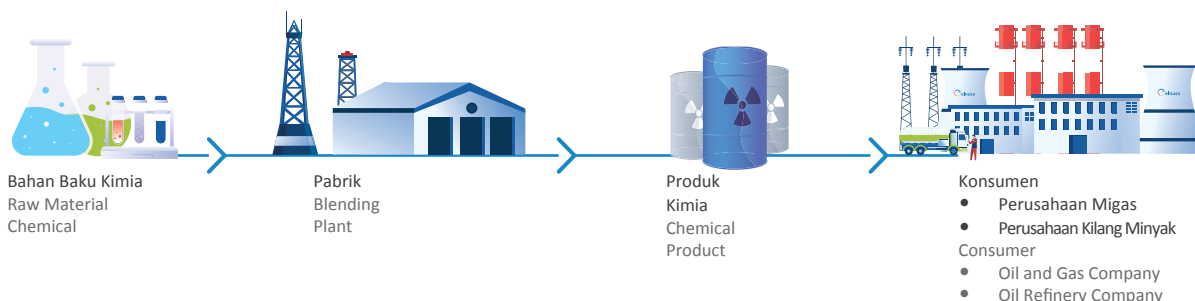
1. Management of fuel oil (BBM) transportation from Pertamina's BBM Terminal to Public Fuel Filling Stations (SPBU) and Solar Oil Premium Agents (APMS) as well as Bunker Fuel Filling Stations (SPBB).
2. Management of privately owned fuel depots, starting from administration activities for fuel purchases, fuel transportation, fuel storage and fuel distribution at customer locations.
3. Management of its own LPG Depot (Amurang).
4. Economic fuel sales (non-subsidized) to Industrial & Marine customers.
5. Sales of specialty chemicals and commodity chemicals for the oil and gas industry.
6. Sales of Pertamina lubricants to private customers.
7. Operational management of self-owned and privately owned gas stations and SPBE using the profit sharing method, which sells BBM and BBK products and replenishes subsidized LPG products produced by Pertamina.

The process of downstream oil and gas service business activities can be described as follows:



Proses Kegiatan perdagangan bahan kimia khusus digambarkan sebagai berikut:

Process The specific chemical trading activities are described as follows:



Sebagai sebuah negara yang terus bertumbuh, Indonesia memiliki kebutuhan energi, khususnya BBM yang kian meningkat dari waktu ke waktu. Seperti halnya bisnis hilir migas yang masih dapat bertahan dan cukup menjanjikan ditengah kelesuan bisnis migas pada umumnya. Performance PT Elnusa Petrofin (EPN) yang bergerak di bisnis hilir migas menunjukkan hasil yang sangat baik.

As a country that continues to grow, Indonesia has a need for energy, especially for fuel, which is increasing from time to time. Like the downstream oil and gas business, which can still survive and is quite promising amid the sluggishness of the oil and gas business in general. The performance of PT Elnusa Petrofin (EPN) which is engaged in the downstream oil and gas business has shown excellent results.

Di tahun 2020 EPN masih dapat mempertahankan capaian Penjualan maupun profitabilitasnya meskipun ditengah hantaman Pandemi, serta tetap mendukung program-program Pemerintah dalam pendistribusian Energi sampai ke pelosok daerah. Antara lain dengan pengelolaan Pertashop pada

In 2020 EPN can still maintain its sales achievements and profitability even in the midst of the Pandemic, and continue to support Government programs in distributing Energy to remote areas. Among other things, with the management of Pertashop at approximately 200 points, Pertashop is a form of

kurang lebih 200 an titik, Pertashop merupakan bentuk komitmen Pertamina dalam menyalurkan energi hingga ke daerah-daerah yang cukup jauh jangkauannya ke Stasiun Pengisian Bahan Bakar Umum (SPBU).

Di samping itu beberapa pengembangan *project asset based* yang telah dimulai sejak 2019 dan mulai beroperasi di tahun 2020 antara lain SPPBE (Stasiun Pengangkutan & Pengisian Bulk LPG) Bima dan Gunung Sitoli - Nias. Dengan berdirinya SPPBE Gunung Sitoli ini juga sebagai bentuk komitmen EPN dalam mengemban amanah dari Pertamina untuk menjaga dan melayani kebutuhan LPG bagi para pelanggan Pertamina dan masyarakat pada umumnya.

EPN juga memiliki Chemical Integrated Supply & Services yang menawarkan cakupan jasa mulai dari upstream sampai downstream oil and gas industry, antara lain meliputi Drilling Fluid Chemicals, Upstream & Refinery Specialty Chemicals, Chemicals for Enhanced Oil Recovery (C-EOR), dan Fuel Additives for Downstream/Retail Business. Khusus untuk aplikasi C-EOR, EPN bersama dengan SNF SA telah sukses menjadi pioneer dalam implementasi Polymer Flooding di PT Pertamina EP. Selain itu Elnusa Petrofin memiliki kapasitas produksi hingga 6 Juta Ton per annum (TPA) baik untuk *water based* maupun *oil based chemical*.

EPN berhasil menciptakan 2 produk unggulan yang merupakan hasil karya mandiri insan EPN dan telah digunakan diberbagai perusahaan Migas yaitu FIN OSD & FIN HIB. FIN OSD berfungsi sebagai Oil Spill Dispersant berbahan dasar nabati (Kelapa Sawit), sementara FIN HIB adalah salah satu material aditif yang berfungsi sebagai *shale inhibitor* dalam aktivitas pengeboran menggunakan *system Water Base Mud*.

Revenue PT Elnusa Petrofin (EPN) Ytd Desember 2020 sebesar Rp3,78 triliun atau mengalami penurunan 13% dari tahun lalu. Penurunan tersebut terutama sebagai dampak Pandemi sehingga diberlakukannya Pembatasan Sosial Berskala Besar (PPSBB) diseluruh wilayah dan menyebabkan konsumsi BBM masyarakat menurun. Adapun kontribusi setiap unit bisnis terhadap pendapatan usaha EPN masing-masing adalah sebagai berikut:

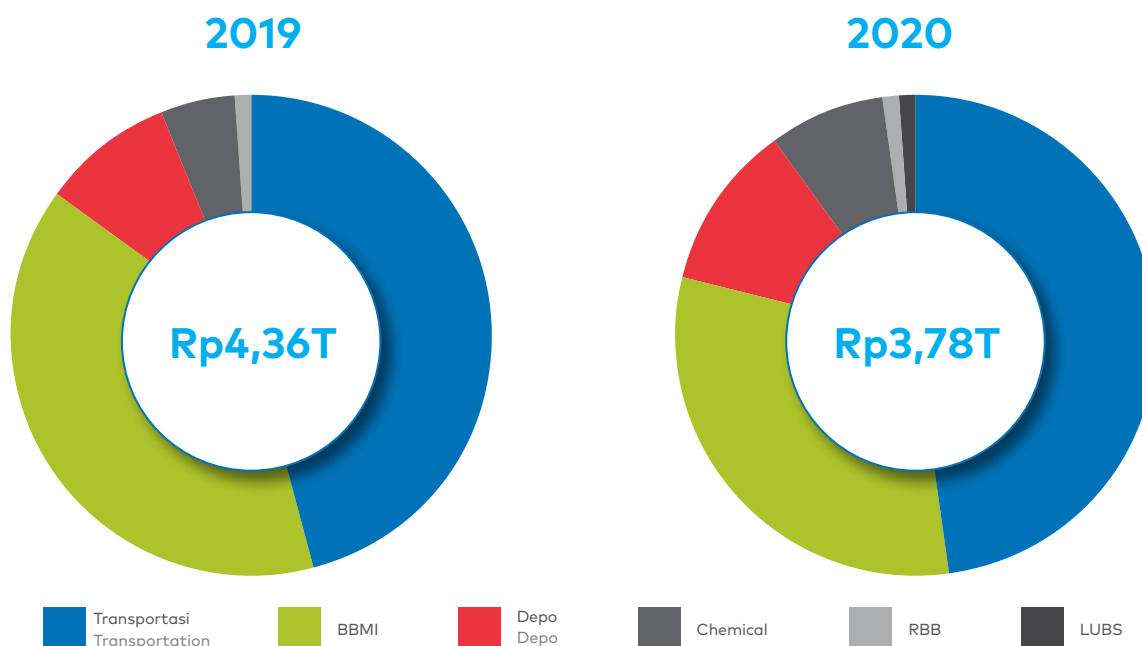
Pertamina's commitment in distributing energy to areas that are far enough away to the Public Fuel Filling Station (SPBU).

Besides, several asset-based project developments that have started in 2019 and started operating in 2020 include SPPBE (Bulk LPG Transport & Filling Station) Bima and Gunung Sitoli-Nias. The establishment of the Gunung Sitoli SPPBE is also a form of EPN's commitment in carrying out the mandate from Pertamina to maintain and serve LPG needs for Pertamina's customers and society in general.

EPN also has Chemical Integrated Supply & Services which offers a range of services ranging from upstream to downstream oil and gas industry, including Drilling Fluid Chemicals, Upstream & Refinery Specialty Chemicals, Chemicals for Enhanced Oil Recovery (C-EOR), and Fuel Additives for Downstream/Retail Business. Especially for the C-EOR application, EPN together with SNF SA have successfully become a pioneer in the implementation of Polymer Flooding at PT Pertamina EP. Besides, Elnusa Petrofin has a production capacity of up to 6 million tons per annum (TPA) for both water based and oil based chemicals.

EPN has succeeded in creating 2 superior products which are the work of independent EPN personnel and have been used in various oil and gas companies, namely FIN OSD & FIN HIB. FIN OSD functions as a vegetable based Oil Spill Dispersant (Palm Oil), while FIN HIB is an additive material that functions as a shale inhibitor in drilling activities using the Water Base Mud system.

Revenue of PT Elnusa Petrofin (EPN) Ytd in December 2020 Amounted to Rp3.78 trillion or decreased by 13% from last year. The decline was mainly due to the impact of the Pandemic which resulted in the imposition of Large-Scale Social Restrictions (PPSBB) in all regions and resulted in the decline in public fuel consumption. The contribution of each business unit to each EPN's operating income is as follows:





Unit Bisnis Business Unit		Produksi/ Kapasitas Production/Capacity	
		2020	2019
Depot	Kelola depo milik swasta dengan sistem Vendor Held Stock (VHS) Manage privately owned depots with the Vendor Held Stock (VHS) system	Kelola VHS di depo : 23 klien Manage VHS in depot: 23 clients	Kelola VHS di depo : 20 klien Manage VHS in depot: 20 clients
	Handling marine dengan sistem Franco Marine handling with Franco system	Pelanggan : 18 klien Customers: 18 clients	Pelanggan : 17 klien Customers: 17 clients
	KSO (Kerja Sama Operasi) KSO (Joint Operation)	DPPU DEPO LPG AMURANG JOBBER TJ. PANDAN DPPU AMURANG LPG DEPO JOBBER TJ. PANDAN	Kelola 7 DPPU DEPO LPG AMURANG JOBBER TJ. PANDAN
	Maintenance Maintenance	LTSA MOR III, MOR IV, WAYAME, ATG BITUNG, ATG LPG BOSOWA, ATG NORMALISASI LTSA MOR III, MOR IV, WAYAME, ATG BITUNG, BOSOWA ATG LPG, NORMALIZED ATG	LTSA ATG SEMARANG
Ritel Bahan Bakar (RBB) Retail Fuel (RBB)	Jasa pengelolaan SPBU, SPBE Gas station management services, SPBE	1 SPBU, 1 SPBE, 2 SPPBE	1 SPBU, 1 SPBE, 2 SPPBE
	Kelola SPBU milik sendiri Manage own gas station	1 SPBU	1 SPBU
Trading	Specialty Chemical	Pelanggan: Pertamina Group dan Swasta Customers: Pertamina Group and Private	Pelanggan: Pertamina Group dan Swasta Customers: Pertamina Group and Private
	Commodity Chemical	Pelanggan: Pertamina Group Customer: Pertamina Group	Pelanggan: Pertamina Group Customer: Pertamina Group
	BBM Industri Industrial fuel	Pelanggan: Industri pertambangan, manufaktur dan marine Customers: Mining, manufacturing and marine industries	Pelanggan: Industri pertambangan, manufaktur dan marine Customers: Mining, manufacturing and marine industries
	Pelumas Lubricants	Pelanggan Pelumas : Own Use Mobil Tangki EPN, Swasta Pelanggan Aspalth : Swasta Lubricant Customers: Own Use EPN Tank Car, Private Aspalth Customers: Private	Pelanggan Pelumas : Own Use Mobil Tangki EPN, Swasta Pelanggan Aspalth : Swasta Lubricant Customers: Own Use EPN Tank Car, Private Aspalth Customers: Private

**Realisasi Produksi**  
 Production Realization

Volume per Unit Bisnis Volume per Business Unit	Satuan Unit	Produksi Production	
		2020	2019
Volume Throughout Transportasi Transport Throughout Volume	KL	15.665.918	17.330.396
Volume Penyaluran BBM –Depo Fuel Distribution Volume - Depo	KL	2.257.614	2.408.867
Volume Ritel Bahan Bakar SPBU Retail Volume of Gas Station Fuel	KL	9.221	27.022
Volume Ritel Bahan Bakar SPBE/SPPBE SPBE/SPPBE Fuel Retail Volume	Ton	27.123	19.867
Volume Depo LPG Amurang Amurang LPG Depo Volume	Ton	82.413	40.199
Volume BBM Inmar Inmar Fuel Volume	KL	219.924	217.610
Trading Specialty & Mud Chemical Trading Specialty & Mud Chemical	Drum	195.642	202.501
Trading Pelumas Lubricants Trading	KL	3.254	2.407

Volume penjualan EPN di tahun 2020 rata-rata mengalami penurunan pada hampir semua unit bisnis, hal ini sebagai dampak Pandemi dan pemberlakuan pembatasan sosial berskala besar (PSBB) di semua lokasi sehingga konsumsi BBM nasional menurun. Seperti halnya Transportasi yang mengalami penurunan volume 10% dari tahun lalu serta Depo yang mengalami penurunan 6%. Penurunan volume Depo terutama berasal dari penurunan volume DPPU (Aviasi) sampai dengan minus 45% dari tahun lalu sebagai dampak dari penurunan aktifitas penerbangan, meskipun demikian pada tahun 2020 EPN juga menambah pengelolaan Depo VHS dan Franco.

Dari sisi trading, volume penjualan BBM Inmar di tahun 2020 masih dapat dipertahankan bahkan ada peningkatan dibandingkan tahun lalu. Hal ini merupakan salah satu strategi marketing yang diterapkan EPN dengan menawarkan harga jual yang kompetitif untuk meningkatkan volume penjualan di tengah Pandemi. Dengan peningkatan volume penjualan terbesar berasal dari area DKI Jakarta dan Jawa.

Di sepanjang tahun 2020 EPN menambah beberapa proyek baru antara lain:

1. H2S SCAVENGER & PERFORMANCE BASE H2S PEP ASSET 3 TAMBUN FIELD.
2. KELOLA ANGKUTAN LPG MAKASAR
3. KELOLA ANGKUTAN LPG NIAS
4. PERTASHOP KERTAPATI, JAMBI & P. BAAI
5. VHS PERKASA INAKERTA (PIK) – BENGALON

EPN sales volume in 2020 on average decreased in almost all business units, this was the impact of the Pandemic and the imposition of large-scale social restrictions (PSBB) in all locations so that national fuel consumption decreased. For example, transportation which experienced a 10% decrease in volume from last year and Depo which experienced a 6% decrease. The decrease in depot volume mainly came from a decrease in the volume of DPPU (Aviation) to minus 45% from last year as a result of decreased flight activities, however in 2020 EPN also added to the management of Depo VHS and Franco.

From the trading side, Inmar's fuel sales volume in 2020 can still be maintained, even there is an increase compared to last year. This is one of the marketing strategies implemented by EPN by offering competitive selling prices to increase sales volume in the midst of a Pandemic. With the largest increase in sales volume came from the DKI Jakarta and Java areas.

Throughout 2020 EPN added several new projects, including:

1. H2S SCAVENGER & PERFORMANCE BASE H2S PEP ASSET 3 TAMBUN FIELD.
2. MANAGE TRANSPORTATION OF LPG MAKASAR
3. MANAGE NIAS LPG TRANSPORT
4. PERTASHOP KERTAPATI, JAMBI & P. BAAI
5. VHS PERKASA INAKERTA (PIK) – BENGALON

- |  |  |
|--|--|
| 6. VHS GANDA ALAM MAKMUR (GAM)   | 6. DOUBLE VHS PROSPEROUS NATURAL (GAM)   |
| 7. VHS NUSA HALMAHERA MINERALS (NHM) - MALUKU UTARA.   | 7. VHS NUSA HALMAHERA MINERALS (NHM) - NORTH MALUKU.   |
| 8. FRANCO FORINDO  | 8. FRANCO FORINDO  |
| 9. FRANCO Bunker PTK   | 9. FRANCO Bunker PTK   |
| 10. SPBE BIMA - NUSA TENGGARA BARAT  | 10. SPBE BIMA - NUSA TENGGARA BARAT  |
| 11. SPPBE GN. SITOLI - NIAS  | 11. GN SPPBE. SITOLI - NIAS  |
| 12. DPPU PINANGSORI SIBOLGA - TAPANULI TENGAH  | 12. DPPU PINANGSORI SIBOLGA - TAPANULI CENTRAL   |
| 13. PROJECT MAINTENANCE AUTOMATIC TANK GAUGE (ATG) DI PERTAMINA (PERSERO) INTEGRATED TERMINAL BITUNG MANADO. | 13. PROJECT MAINTENANCE AUTOMATIC TANK GAUGE (ATG) IN PERTAMINA (PERSERO) INTEGRATED TERMINAL BITUNG MANADO. |
| 14. LTSA WAYAME  | 14. LTSA WAYAME  |

Berikut disampaikan kinerja keuangan dan profitabilitas segmen Jasa Distribusi dan Logistik Energi.

Following is the financial performance and profitability of the Energy Distribution and Logistics Services segment.

**Kinerja Keuangan dan Profitabilitas Segmen Jasa Distribusi dan Logistik Energi**  
Financial Performance and Profitability of the Energy Distribution and Logistics Services Segment

Jasa Distribusi dan Logistik Energi Energy Distribution and Logistics Services	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Kontribusi (%) Contribution (%)	Kenaikan (Penurunan) Increase (Decrease)	
			Jumlah (Rp-juta) Amount (Rp-million)	Jumlah (Rp-juta) Amount (Rp-million)
<b>Labanya (Rugi) Bersih Profit (Loss) - Net</b>				
Pendapatan Revenues	3.786.529	4.364.090	(577.561)	-13%
Pendapatan Eksternal External Revenues	3.415.564	4.121.318	(705.754)	-17%
Pendapatan antar Segmen Inter-segment Revenues	370.965	242.772	128.193	53%
Beban Pokok Pendapatan Cost of Income Gross Profit	(3.418.226)	(3.909.600)	491.374	-13%
Laba Kotor Gross Profit	368.303	454.490	(86.187)	-19%
Beban Penjualan Selling Expenses	(460)	(660)	200	-30%
Beban Umum dan Administrasi General and Administrative Expenses	(78.222)	(81.465)	3.243	-4%
Penghasilan Bunga Interest Income	6.826	4.175	2.651	63%
Beban Keuangan Financial Charges	(47.121)	(10.310)	(36.811)	357%
Lain-Lain - Neto Others - Neto	32.598	(5.720)	38.318	-670%
Laba Sebelum Pajak Final dan Pajak Penghasilan Profit Before Final Tax and Income Tax	279.078	355.410	(76.332)	-21%
Beban Pajak Final Final Tax Expense	(2.847)	(5.098)	2.251	-44%
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	285.631	355.412	(69.781)	-20%
Beban Pajak Penghasilan Income Tax Expense	(56.401)	(84.067)	27.666	-33%

**Kinerja Keuangan dan Profitabilitas Segmen Jasa Distribusi dan Logistik Energi**  
 Financial Performance and Profitability of the Energy Distribution and Logistics Services Segment

Jasa Distribusi dan Logistik Energi Energy Distribution and Logistics Services	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Kontribusi (%) Contribution (%)	Kenaikan (Penurunan) Increase (Decrease)	
			Jumlah (Rp-juta) Amount (Rp-million)	Jumlah (Rp-juta) Amount (Rp-million)
Laba Tahun Berjalan Profit for the Year	222.677	271.345	(48.668)	-18%
Penghasilan Komprehensif Lain Other Comprehensive Income	1.564	2.532	(968)	-38%
Total Laba Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	224.240	273.877	(49.637)	-18%
Informasi-Informasi Lain Other Informations				
Total Aset Total Assets	2.294.157	1.974.247	319.910	16%
Total Liabilitas Total Liabilities	1.339.899	1.107.918	231.981	21%
Ekuitas – Neto Equity - Neto	954.257	866.329	87.928	10%
Penyusutan dan Amortisasi Depreciation and Amortization	269.001	45.745	223.256	488%
Penambahan Aset Tetap Addition of Fixed Assets	185.416	210.690	(25.274)	-12%

### KEGIATAN OPERASI SEGMENT JASA HULU MIGAS TERINTEGRASI

Kegiatan Operasi Segment Jasa Hulu Migas Terintegrasi terdiri dari 3 Divisi, terdiri dari Divisi Oilfield Services (OFS), Divisi EPC-OM (Engineering, Production and Construction – Operation & Maintenance) (EPC OM) dan Divisi Geoscience and Reservoir Services (GRS).

Divisi Oilfield Services memiliki dua kelompok bisnis utama: Well Intervention (WLI), Drilling Workover (DWO). Kedua bisnis tersebut bergerak dalam bidang jasa pemeliharaan sumur (*well services*) dan lapangan migas, jasa pengerjaan operasi serta perawatan produksi beserta kegiatan penunjangnya (*oilfield services*). Selain itu Perseroan juga sedang mengembangkan kompetensi di bidang teknik peningkatan produksi Well Integrity Services. Proses kegiatan usaha jasa produksi Migas ini secara umum terbagi menjadi:

1. WLI : Jasa Perawatan sumur-sumur yang sudah beroperasi yang bertujuan untuk memonitor performa sumur dan meningkatkan produktivitas sumur (terutama yang sudah turun produktivitasnya). Dengan memadukan jasa utama Coiled & Pumping Services, Slickline Services, Welltest Processing Services dan Electric Wireline Logging.

### INTEGRATED UPSTREAM OIL AND GAS SERVICES SEGMENT OPERATION ACTIVITIES

The Operational Activities of the Integrated Upstream Oil and Gas Service Segment consists of 3 Divisions, consisting of the Oilfield Services (OFS) Division, the EPC-OM (Engineering, Production and Construction - Operation & Maintenance) Division (EPC OM) and the Geoscience and Reservoir Services (GRS) Division.

The Oilfield Services Division has two main business groups: Well Intervention (WLI), Drilling Workover (DWO). Both businesses are engaged in well services and oil and gas field maintenance services, operations work services and production maintenance and their supporting activities (oilfield services). Besides, the Company is also developing competencies in the field of production improvement techniques for Well Integrity Services. The process of oil and gas production service business activities is generally divided into:

1. WLI: Maintenance services for operating wells that aim to monitor well performance and increase well productivity (especially those that have decreased productivity). By combining the main services of Coiled & Pumping Services, Slickline Services, Welltest Processing Services and Electric Wireline Logging.

2. DWO : Jasa Pengeboran berintegrasi dari Drilling Services, Drilling Support Services serta Jasa Perawatan sumur-sumur yang sudah beroperasi yang bertujuan meningkatkan produktivitas sumur yang ada. Perpaduan ini menghasilkan solusi menyeluruh bagi konsumen yang memiliki permasalahan dengan sumur tua dan proses pembuatan sumur baru. Serta juga memiliki lini bisnis pengolahan gas sumur menjadi tenaga Listrik.

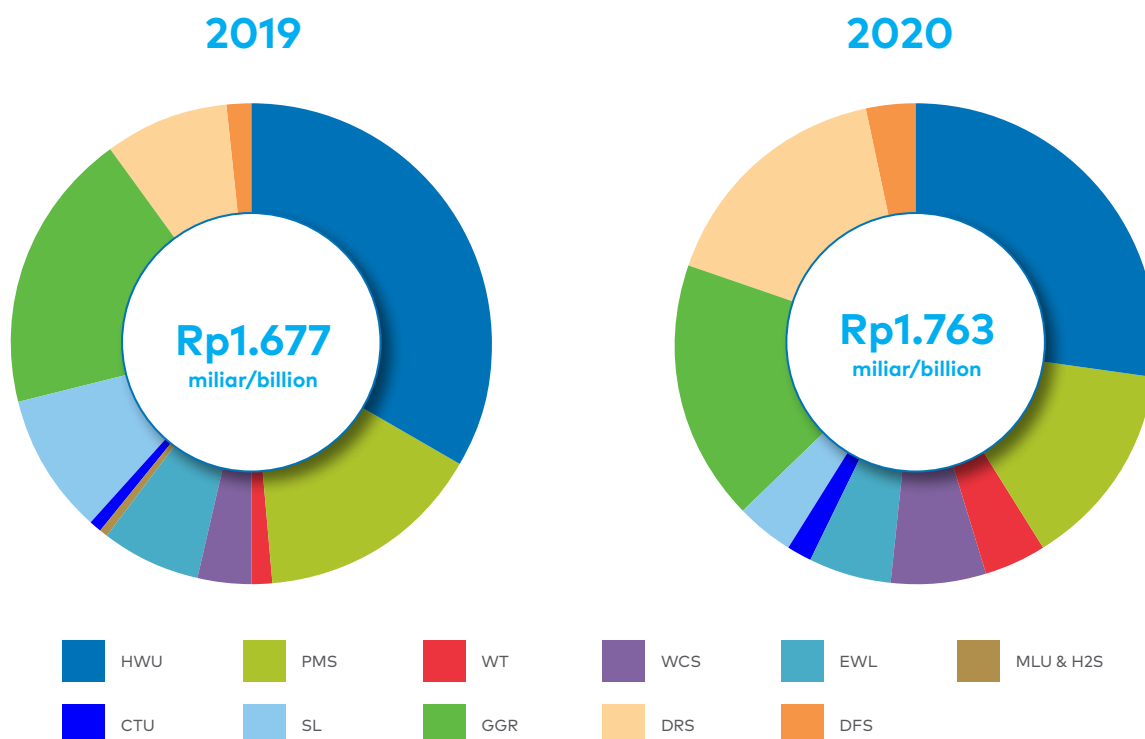
2. DWO: Integrated Drilling Services from Drilling Services, Drilling Support Services and Maintenance Services for existing wells which aim to increase the productivity of existing wells. This combination produces a comprehensive solution for consumers who have problems with old wells and the process of making new wells. As well as having a business line processing gas wells into electricity.

Konsep bisnis bidang ini melalui pendekatan *product line* yang terdiri dari:

The concept of business in this field through a product line approach consisting of:

No.	Group Services	Product Line
1.	Drilling & Workover Services	Drilling Services (DRS) Hydraulic Workover & Snubbing Group Services (HWS) Drilling Support Services (DSS) Artificial Lift Services & Power (ALS & P) Well Completion Services (WCS)
2.	Well Intervention Services	Coiled Tubing (CTU), Cementing & Pumping Services (CPS) Electric Wireline Logging (EWL) Slickline Services (SLS) Welltesting & Processing Services (WPS)

Kontribusi Pendapatan per Bisnis – Jasa Peneliharaan dan Pengelolaan Lapangan Migas  
Income Contribution per Business - Oil and Gas Field Maintenance and Management Services



## JASA PENGEBORAN & JASA KERJA ULANG SUMUR (DWO)

DWO memberikan jasa layanan dibidang drilling & workover services di mana saat ini fokus pada on-shore drilling sesuai dengan kompetensi dan alat yang dimiliki, namun tetap melakukan penjajakan dan pengembangan potensi pada offshore drilling dan panas bumi mengingat masih besarnya potensi pertumbuhan pada sektor tersebut. Sementara itu pada jasa supporting drilling, mud engineering services, mud logging, cementing, H2S dan lainnya. Pada jasa workover memberikan jasa layanan dibidang kerja ulang sumur minyak dan gas baik offshore maupun onshore. Jasa yang ditawarkan adalah Hydraulic Workover Services, Artificial Lift Service, Well Completion, dan Power.

Berikut ini adalah penjelasan masing-masing unit usaha dari jasa pengeboran:

1. Integrated Drilling Management : Jasa manajemen untuk mengintegrasikan seluruh pelaksanaan pemboran, melalui drilling rig dan drilling supporting
2. Drilling Rig : Jasa pelaksanaan aktivitas utama pemboran
3. Drilling Supporting : Jasa pendukung kegiatan pemboran yang meliputi :
  - a. Mud Logging : Jasa untuk mengetahui parameter pemboran, termasuk jasa untuk mendeteksi kandungan H2S disekitar sumur
  - b. Mud Engineering : Jasa untuk menyediakan material dan lumpur
  - c. Hydrogen Sulphide Services H2S : Jasa penyediaan keamanan pengeboran dari gas dan kondisi berbahaya di area operasi pengeboran
4. Hydraulic Workover Services : Jasa pekerjaan ulang sumur dengan Rig Snubbing yang dengan tujuan menjaga performance sumur minyak dan gas sehingga berproduksi sesuai dengan harapan klien
5. Artificial Lift Services : Seperangkat jasa yang dapat memberikan dengan cara menjaga produksi sumur dengan menggunakan alat bantu buatan manusia. Adapun alat yang digunakan adalah Electric Submersible Pump (ESP), yang membantu meningkatkan produksi dengan memasukan pompa kedalam sumur. Selain ESP, ALS juga memiliki genset yang berbahan bakar gas buang sumur sehingga dapat dimanfaatkan menjadi tenaga listrik.

Peralatan yang digunakan memiliki variasi Hydraulic Workover Unit, Drilling Rig, MLU, H2S serta tangki peralatan Mud Plant. Utilisasi peralatan di banding tahun 2019 dapat dijabarkan sebagai berikut:

## DRILLING SERVICES & WELL REWORK SERVICES (DWO)

DWO provides services in the field of drilling & workover services, which currently focuses on on-shore drilling according to its competencies and tools, but continues to explore and develop potentials in offshore drilling and geothermal, given the large potential for growth in the sector. Meanwhile, supporting drilling services, mud engineering services, mud logging, cementing, H2S and others. Workover services provide services in the field of reworking oil and gas wells both offshore and onshore. The services offered are Hydraulic Workover Services, Artificial Lift Service, Well Completion, and Power.

The following is an explanation of each business unit of drilling services:

1. Integrated Drilling Management: Management services to integrate all drilling operations, through drilling rigs and drilling supports
2. Drilling Rig: Services for the implementation of the main drilling activities
3. Drilling Supporting: Supporting services for drilling activities which include:
  - a. Mud Logging: Services to determine drilling parameters, including services to detect H2S content around well
  - b. Mud Engineering: Services to provide material and sludge
  - c. Hydrogen Sulphide Services H2S: Services for providing drilling safety from gas and hazardous conditions in the drilling operation area
4. Hydraulic Workover Services: Well rework services with Snubbing Rigs with the aim of maintaining the performance of oil and gas wells so that they produce according to client expectations
5. Artificial Lift Services: A set of services that can provide a way to maintain well production by using man-made tools. The tool used is the Electric Submersible Pump (ESP), which helps increase production by inserting a pump into the well. Apart from ESP, ALS also has a generator that is fueled by well exhaust gas so that it can be used as electricity.

The equipment used has a variety of Hydraulic Workover Units, Drilling Rig, MLU, H2S and Mud Plant equipment tanks. Equipment utilization compared to 2019 can be described as follows:

	2020		2019	
	Capacity	Utility	Capacity	Utility
Hydraulic Workover	12 Hydraulic Rig	100%	11 Hydraulic Rig	100%
Drilling Rig Services	1 Unit Drilling Rig	100%	1 Unit Drilling Rig	100%
Mud Logging Services	9 Unit Mud Logging	100%	8 Unit Mud Logging	64%
H2S Remover Services	9 Unit H2S Remover	89%	6 Unit H2S Remover	100%
Drilling Fluid Services	15 Liquid Mud Plant	100%	15 Liquid Mud Plant	100%

### JASA INTERVENSI SUMUR (WLI)

WLI pada Divisi POMS menawarkan jasa perawatan sumur migas dengan memiliki empat bisnis utama: electric wireline logging services, coiled & pumping services, slickline services, dan welltesting & processing services. Kompetensi peralatan pada area offshore dan onshore area serta sebarannya mulai dari Sumatera, Jawa hingga Kalimantan.

Berikut penjelasan dari masing-masing bisnis yang mendukung WLI:

1. Electric Wireline Services : Jasa pelayanan perforasi, evaporasi logging sumur migas dan panas bumi dengan menggunakan peralatan logging. Proses perforasi dan evaporasi menggunakan melakukan pengambilan data sumur yang digunakan untuk mengetahui kondisi dan keadaan sumur sebagai bahan pengambil keputusan treatment sumur yang perlu dikerjakan.
2. Coiled & Pumping Services: Jasa pelayanan intervensi Sumur dengan menggunakan peralatan coiled tubing yang dibantu peralatan pompa-pompa yang dapat memompakan fluida dan chemical untuk mengembalikan kondisi sumur sesuai dengan program klien.
3. Slickline Services : Jasa pelayanan intervensi sumur dengan menggunakan peralatan Slikline Unit dengan menggunakan peralatan bantu sumur yang digunakan untuk membersihkan scale pada sumur produksi minyak dan gas bumi.
4. Welltesting & Processing Services : Jasa pelayanan sumur produksi dengan menggunakan peralatan dan pemisahan minyak bumi sehingga didapat data kondisi minyak dan gas yang diproduksi oleh sumur. Minyak dan gas bumi tersebut dilakukan evaluasi serta dimanipulasi di atas tanah sehingga menjaga dan meningkatkan produksinya.

Dari tabel berikut didapat jenis Peralatan yang digunakan WLI serta tingkat utilisasi selama tahun 2020 di banding dengan tahun 2019 untuk mendukung kegiatan operasinya adalah sebagai berikut:

### WELL INTERVENTION SERVICES (WLI)

WLI in the POMS Division offers oil and gas well maintenance services by having four main businesses: electric wireline logging services, coiled & pumping services, slickline services, and well testing & processing services. Equipment competency in the offshore and onshore areas and their distribution from Sumatra, Java to Kalimantan.

The following is an explanation of each business that supports WLI:

1. Electric Wireline Services: Perforation, evaporation logging services for oil and gas and geothermal wells using logging equipment. The process of perforation and evaporation uses well data collection which is used to determine the condition and condition of the well as a decision making material for well treatment that needs to be done.
2. Coiled & Pumping Services: Well intervention services by using coiled tubing equipment assisted by pumps that can pump fluids and chemicals to restore well conditions according to the client's program.
3. Slickline Services: Well intervention services using the Slikline Unit equipment using well assisting equipment which is used to clean the scale of oil and gas production wells.
4. Welltesting & Processing Services: Production well services using equipment and oil separation so that data on the condition of oil and gas produced by the well can be obtained. Oil and gas are evaluated and manipulated on the ground so as to maintain and increase their production.

From the following table, it is found that the types of equipment used by WLI and the level of utilization during 2020 compared to 2019 to support its operational activities are as follows:

	2020		2019	
	Capacity	Utility	Capacity	Utility
Coiled Tubing	5 Coil Tubing Unit	100%	4 Coil Tubing Unit	100%
Cementing	5 Cementing Unit	40%	3 Cementing Unit	72%
Slickline	11 Portable Slick Line	95%	11 Portable Slick Line	100%
Testing Barge	3 Testing Barge	100%	3 Testing Barge	100%
Surface Testing	4 Surface Testing	100%	4 Surface Testing	100%
Drill Steam	4 DST	0%	4 DST	44%
Wireline Logging Services	22 Unit Wireline Logging	96%	22 Unit Wireline Logging	100%

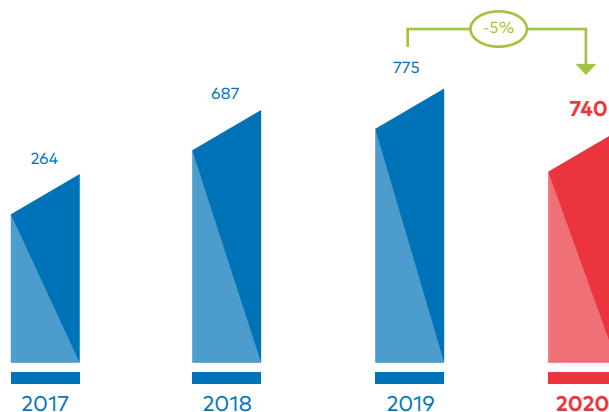
### ENGINEERING PROCUREMENT & CONSTRUCTION AND OPERATION MAINTENANCE

Divisi EPC-OM : Jasa perawatan lapangan yang sudah berproduksi diantaranya dengan melakukan operation & maintenance (O&M) terhadap jaringan pipa yang sudah ada atau bahkan membangun pipa-pipa baru dan merawatnya Engineering, Procurement, & Construction (EPC) : Tangki, Pipeline, Platfon Offshore dan Onshore.

Pencapaian revenue unit bisnis EPC OM ditahun 2020 mengalami penurunan 5 % dari tahun 2019 , selama tahun 2020 adanya serapan kontrak untuk pekerjaan di Fasilitas penyaluran minyak jalur TAP SPD, pemeliharaan electrical dan pemeliharaan mechanical ONWJ, pemeliharaan fasilitas di Conoco Phillips, Anjungan X Ray Jatibarang dan program Recovery Platform YYA PHE ONWJ . sedangkan untuk pekerjaan di EPC ,antara lain yakni pekerjaan Kompresi gas LP Betung, WTIP Jirak Waterflood, EPC Pertagas Cikarang Listrindo, pengadaan jasa EPCI Pendopo dan lain – lain.

Berikut pencapaian revenue unit bisnis OM EPC dari tahun 2017– 2020:

(Dalam Miliar Rupiah)  
(In Billion Rupiah)



### ENGINEERING PROCUREMENT & CONSTRUCTION AND OPERATION MAINTENANCE

EPC-OM Division: Field maintenance services that are already in production include carrying out operations & maintenance (O&M) of existing pipelines or even building new pipes and maintaining them Engineering, Procurement, & Construction (EPC): Tank, Pipeline, Platfon Offshore and Onshore.

The achievement of EPC OM business unit revenue in 2020 decreased by 5% from 2019, during 2020 there was contract absorption for work at the Jlaur TAP SPD oil distribution facility, electrical maintenance and mechanical maintenance ONWJ, facility maintenance at Conoco Phillips, Jatibarang X Ray Pavilion and YYA PHE ONWJ Platform Recovery program. while for the work at EPC, among others, namely the work of LP Betung gas compression, WTIP Jirak Waterflood, EPC Pertagas Cikarang Listrindo, provision of EPCI Pendopo services and others.

The following is the achievement of the OM EPC business unit revenue from 2017–2020:



## JASA PENYELIDIKAN DAN PENGOLAHAN JASA SEISMIK

Layanan perseroan dalam kegiatan usaha ini merupakan satu-kesatuan yang terpadu dan terintegrasi dalam eksplorasi sumur-sumur migas yang mencakup semua tahap yang dibutuhkan dalam penelitian geofisika (seismic). Proses dimulai dari pengumpulan data dan survei lapangan, pemrosesan data hasil survey, hingga intepretasi data untuk pengambilan langkah selanjutnya dalam eksplorasi sumur-sumur migas. Namun layanan tersebut juga dapat disesuaikan dengan kebutuhan pelanggan jasa perseroan.

Para pelanggan memerlukan data geologi bawah permukaan (*sub-surface*) untuk mengetahui keberadaan migas serta ukuran besarnya kandungan migas diperut bumi, di lokasi perusahaan-perusahaan tersebut beroperasi, yaitu di wilayah kerja masing-masing, baik di daratan, lepas pantai (*marine*) maupun transisi antara daratan dan pesisir pantai.

Jasa Penyelidikan dan Pengolahan Jasa Seismik dilakukan oleh Division of Geoscience and Reservoir Services (GRS) yang memberikan jasa :

1. Geo Data Acquisition Land (GDL) ; Seismic Data Acquisition Land survey 3D and 2D , dan Seismic Design
2. Geo Data Acquisition TZ & Marine (GDM) : Seismic Data Acquisition Transition Zone and Marine survey, Seismic Design, Marine Survey, Geodetic Control Point, Rig and Wellsite Positioning, Road and Pipeline Routing, Magnetotelluric, Microgravity
3. Geo Data Processing (GDP) : Seismic Data Processing 2D/ 3D (land, marine, TZ ), quantify seismic amplitude information, lithology, Petrophysical properties of reservoirs, Geology Geophysics & Reservoir (Seismic Interpretation and Geological Modelling, 2D/3D Depth Imaging, AVO, Petrophysics Analysis, Reservoir Simulation), Navigation and Non Seismic Land Survey, Geodetic Control Point, Rig and Wellsite Positioning, Road and Pipeline Routing, Magnetotelluric, Microgravity

## SEISMIC SERVICES INVESTIGATION AND PROCESSING SERVICES

The Company's services in this business activity are integrated and integrated in the exploration of oil and gas wells which includes all the stages required in geophysical (seismic) research. The process starts from data collection and field surveys, data processing from survey results, to data interpretation for taking the next step in the exploration of oil and gas wells. However, these services can also be tailored to the needs of the company's service customers.

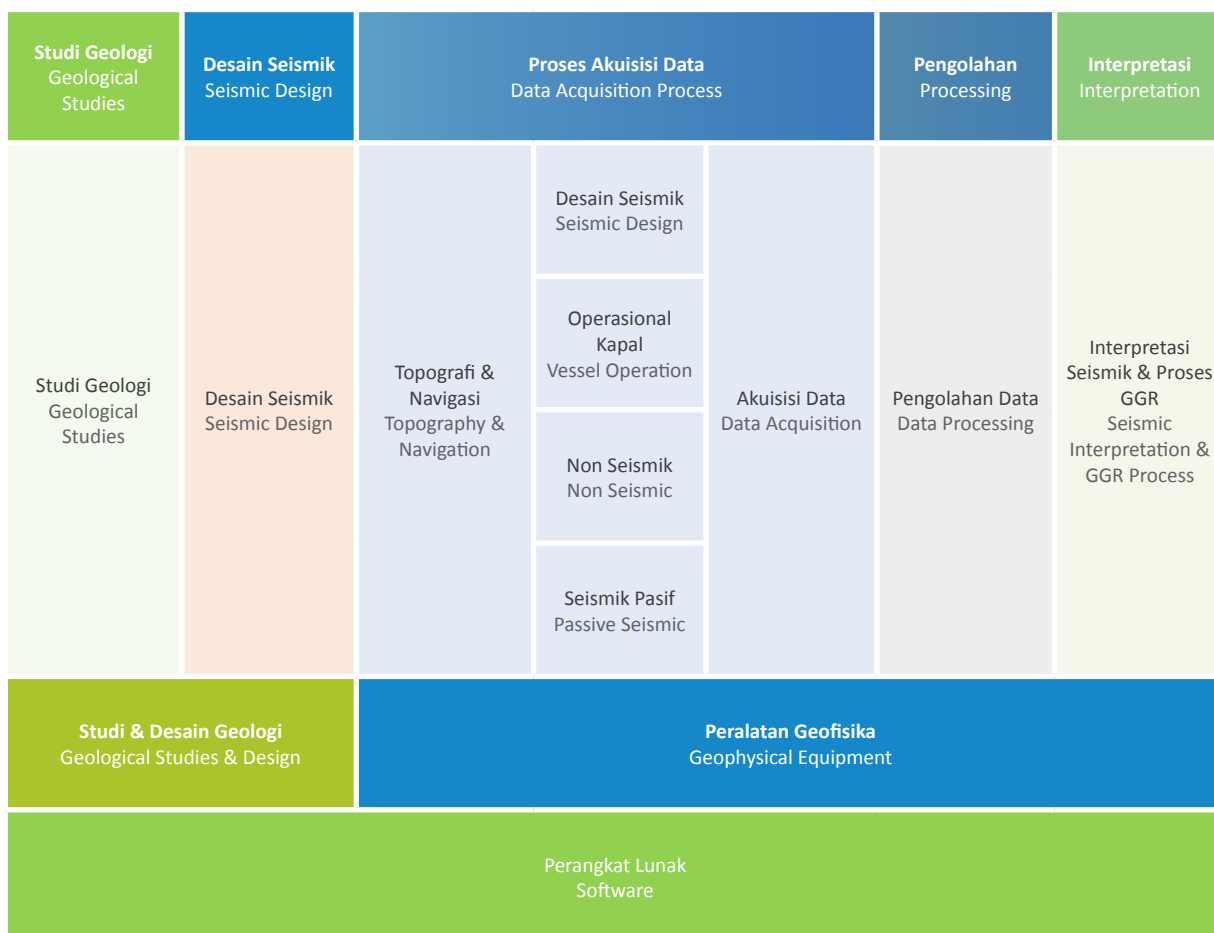
Customers need subsurface geological data (sub-surface) to determine the presence of oil and gas and the size of the oil and gas content in the earth's stomach, where these companies operate, namely in their respective work areas, both on land, offshore (marine) and transition between land and coast.

Seismic Services Investigation and Processing Services are carried out by the Division of Geoscience and Reservoir Services (GRS) which provides:

1. Geo Data Acquisition Land (GDL); Seismic Data Acquisition Land survey, 3D and 2D, and Seismic Design
2. Geo Data Acquisition TZ & Marine (GDM): Seismic Data Acquisition Transition Zone and Marine survey, Seismic Design, Marine Survey, Geodetic Control Point, Rig and Wellsite Positioning, Road and Pipeline Routing, Magnetotelluric, Microgravity
3. Geo Data Processing (GDP): Seismic Data Processing 2D/3D (land, marine, TZ), quantify seismic amplitude information, lithology, Petrophysical properties of reservoirs, Geology Geophysics & Reservoir (Seismic Interpretation and Geological Modeling, 2D/3D Depth Imaging, AVO, Petrophysics Analysis, Reservoir Simulation), Navigation and Non Seismic Land Survey, Geodetic Control Point, Rig and Wellsite Positioning, Road and Pipeline Routing, Magnetotelluric, Microgravity

Secara umum proses jasa ini digambarkan sebagai berikut:

In general, this service process is described as follows:



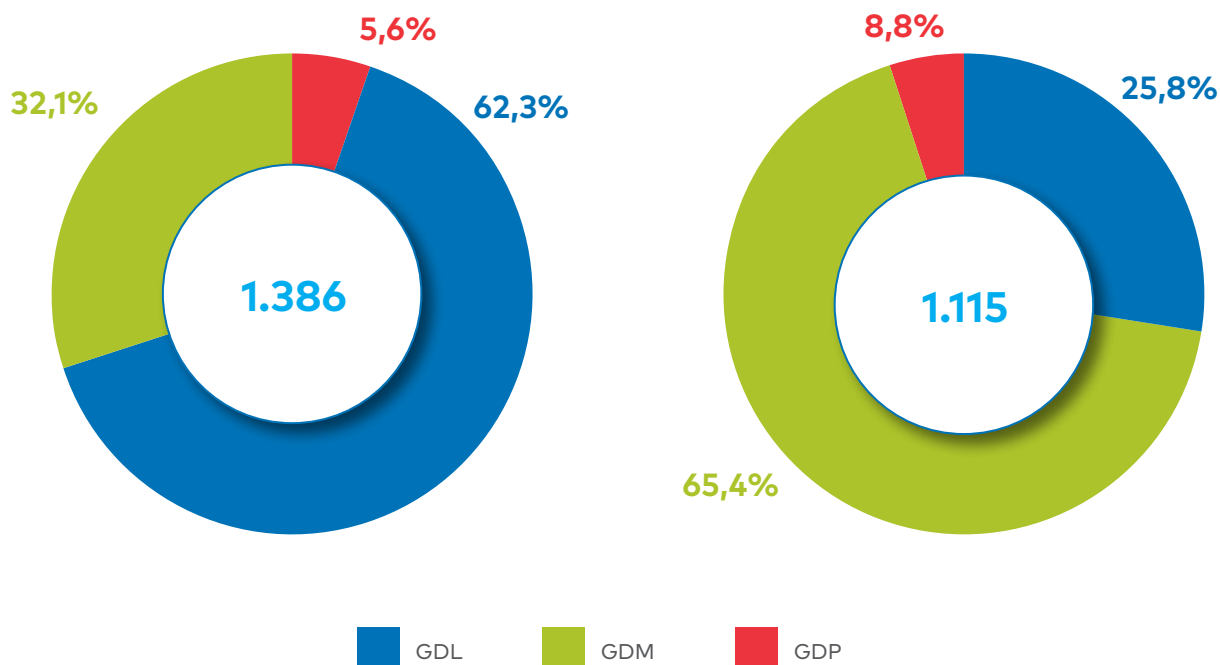
Di jasa akuisisi seismic darat, sebanyak 1 proyek merupakan carried over dari tahun 2019 dan berhasil diselesaikan pada tahun 2020, dengan lokasi proyek di pulau Sumatera. Selain itu ada pekerjaan baru di wilayah Sumatera dan Pulau Kalimantan.

In land seismic acquisition services, 1 project was carried over from 2019 and was successfully completed in 2020, with the project location on the island of Sumatra. Besides, there are new jobs in Sumatra and Kalimantan.

Pekerjaan akuisisi seismic laut di tahun 2020 yakni pekerjaan di 2D Seismic Marine Komitmen Kerja Pasti (KKP) PHE Jambi Merang dan pekerjaan 2D West Yamdena.

Marine seismic acquisition work in 2020, namely work at 2D Seismic Marine PHE Jambi Merang Firm Work Commitment (KKP) and West Yamdena 2D work.

Kontribusi Pendapatan per Bisnis – Jasa Penyelidikan dan Pengolahan Data Seismik  
Revenue Contribution per Business – Seismic Data Processing and Investigation Services



Berikut Kapasitas dan Volume Produksi  
Following is Capacity and Volume Production

Alat Penyelidikan Seismik Seismic Acquisition Equipment	Satuan Unit	Produksi/ Kapasitas Production/Capacity	
		2020	2019
Seismic Data Capacity			
Seismic Data Acquisition Land	Crew	5	5
Seismic Data Acquisition TZ	Crew	1	1
Seismic Data Acquisition Marine	Crew	1	1
Seismic Data Acquisition			
2D Data Collection	Km	25.837	18.837
3D Data Collection	Kmsq	245	690
2D Data Processing	Km	42.703	2.336
3D Data Processing	Kmsq	1.653	11.410

Berikut disampaikan kinerja keuangan dan profitabilitas segmen Jasa Hulu Migas Terintegrasi.

Following is the financial performance and profitability of the Integrated Upstream Oil and Gas Services segment.

**Kinerja Keuangan dan Profitabilitas Segmen Jasa Hulu Migas Terintegrasi**  
 Financial Performance and Profitability of the Integrated Upstream Oil and Gas Services Segment

Jasa Hulu Migas Terintegrasi Integrated Upstream Oil and Gas Services	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Kontribusi (%) Contribution (%)	Kenaikan (Penurunan) Increase (Decrease)	
			Jumlah (Rp-juta) Amount (Rp-million)	Jumlah (Rp-juta) Amount (Rp-million)
<b>Laba (Rugi) Bersih Profit (Loss) - Net</b>				
Pendapatan Revenues	3.760.935	3.847.015	(86.080)	-2%
Pendapatan Eksternal External Revenues	3.725.948	3.821.891	(95.943)	-3%
Pendapatan antar Segmen Inter-segment Revenues	34.987	25.124	9.863	39%
Beban Pokok Pendapatan Cost of Income Gross Profit	(3.594.337)	(3.578.480)	(15.857)	0%
Laba Kotor Gross Profit	166.598	268.535	(101.937)	-38%
Beban Penjualan Selling Expenses	(1.923)	(2.722)	799	-29%
Beban Umum dan Administrasi General and Administrative Expenses	(156.512)	(193.641)	37.129	-19%
Penghasilan Bunga Interest Income	13.971	3.716	10.255	276%
Beban Keuangan Financial Charges	(80.028)	(24.702)	(55.326)	224%
Lain-lain – Neto Others – Neto	15.019	(15.347)	30.366	-198%
Laba Sebelum Pajak Final dan Pajak Penghasilan Profit Before Final Tax and Income Tax	(42.875)	35.839	(78.714)	-220%
Beban Pajak Final Final Tax Expense	(24.565)	(17.201)	(7.364)	43%
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	(67.440)	18.638	(86.078)	-462%
Beban Pajak Penghasilan Income Tax Expense	12.044	(14.328)	26.372	-184%
Laba Tahun Berjalan Profit for The Year	(55.396)	4.310	(59.706)	-1.385%
Penghasilan Komprehensif Lain Other Comprehensive Income	3.963	(11.753)	15.716	-134%
Total Laba Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	(51.433)	(7.443)	(43.990)	591%

**Kinerja Keuangan dan Profitabilitas Segmen Jasa Hulu Migas Terintegrasi**  
Financial Performance and Profitability of the Integrated Upstream Oil and Gas Services Segment

Jasa Hulu Migas Terintegrasi Integrated Upstream Oil and Gas Services	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Kontribusi (%) Contribution (%)	Kenaikan (Penurunan) Increase (Decrease)	
			Jumlah (Rp-juta) Amount (Rp-million)	Jumlah (Rp-juta) Amount (Rp-million)
Informasi-informasi Lain Other Information				
Total Aset Total Assets	4.907.865	4.606.703	301.162	7%
Total Liabilitas Total Liabilities	2.371.866	2.092.940	278.926	13%
Ekuitas – Neto Equity - Neto	2.536.000	2.513.762	22.238	1%
Penyusutan dan Amortisasi Depreciation and Amortization	309.572	312.575	(3.003)	-1%
Penambahan Aset Tetap Addition of Fixed Assets	230.834	250.788	(19.954)	-8%

## KEGIATAN OPERASI SEGMENT JASA PENUNJANG MIGAS

### PT SIGMA CIPTA UTAMA (SCU)

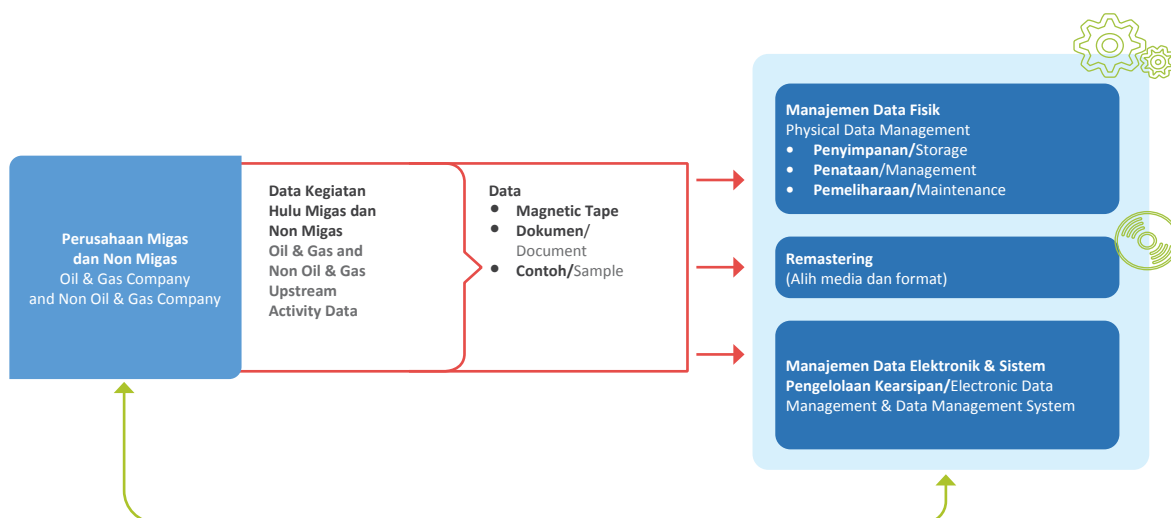
PT Sigma Cipta Utama sebagai perusahaan penyedia jasa bidang pengelolaan data mempunyai peluang pasar yang masih terbuka luas untuk berkembang. Untuk dapat menjadi perusahaan penyedia jasa pengelolaan data yang handal, seperti yang tertuang dalam visi dan misi, maka perusahaan harus memiliki keunggulan daya saing atas produk dan jasa yang ditawarkan ke pasar, termasuk dalam merencanakan strategi pengembangan prospek yang terarah dan efektif.

## OIL AND GAS SUPPORT SERVICE SEGMENT OPERATIONS

### PT SIGMA CIPTA UTAMA (SCU)

PT Sigma Cipta Utama as a data management service provider has market opportunities that are still wide open for development. To become a reliable data management service provider company, as stated in the vision and mission, the company must have a competitive advantage over the products and services offered to the market, including in planning a targeted and effective prospect development strategy.

### Proses Usaha Manajemen Data Data Management Business Processes



Dalam konteks penunjang industri migas, Perseroan memegang peranan penting dalam pengelolaan dan pelestarian hasil eksplorasi dan produksi sumur-sumur perminyakan dan gas- bumi. Bahkan data-data lama yang terekam ke dalam bentuk dokumen kertas, dapat ditransfer ke dalam bentuk digital sehingga dapat diolah kembali, karena salah satu produk jasa Perseroan dari kegiatan usaha ini adalah jasa pemindaian dokumen. Perseroan juga memiliki kemampuan dan fasilitas untuk melakukan pemeliharaan, pelestarian dan re-identifikasi Geological Sample.

Perseroan juga berperan penting pada dunia Teknologi Informasi dan Komunikasi (*Information Communication Technology*) sektor industri migas. Kegiatan eksplorasi dan eksploitasi migas memerlukan sarana Teknologi Informasi dan Komunikasi, baik untuk komunikasi personel, komunikasi data, maupun pelacakan (*tracking*) asset dan personal, Radio Frequency Identification (RFID). Di wilayah terpencil dan Remote Area, komunikasi radio menjadi pilihan terbaik; dan Perseroan sanggup memberikan jasa penyediaan dan pelayanan komunikasi dengan frekuensi gelombang radio (Radio Trunking, Broadband Communication, Wireless Data Communication), jasa penyediaan perangkat IT dan Automation, sensor dan pelacak/tracking baik untuk aset maupun human/personel, termasuk juga jasa membangun/kastemisasi perangkat lunak yang terkait dengan keperluan tersebut (Control Equipment Monitoring, Vessel Tracking Monitoring System, Fuel Monitoring, GPS Tracking, Inventory dan Tagging dengan RFID). Selain itu, SCU juga memberikan Jasa layanan ICT (Information Communication Technology) lainnya meliputi Data Center & Disaster Recovery Services, IT Solution, IT Service Management (ITSM), Knowledge Management System (KMS), HWU (Hydraulic Workover Unit) Monitoring System, Smart Building dan sebagainya.

In the context of supporting the oil and gas industry, the Company plays an important role in the management and preservation of the results of exploration and production of oil and gas wells. Even old data recorded in paper documents can be transferred into digital form so that they can be processed again, because one of the Company's service products from this business activity is document scanning services. The Company also has the capability and facilities to carry out maintenance, preservation and re-identification of Geological Samples.

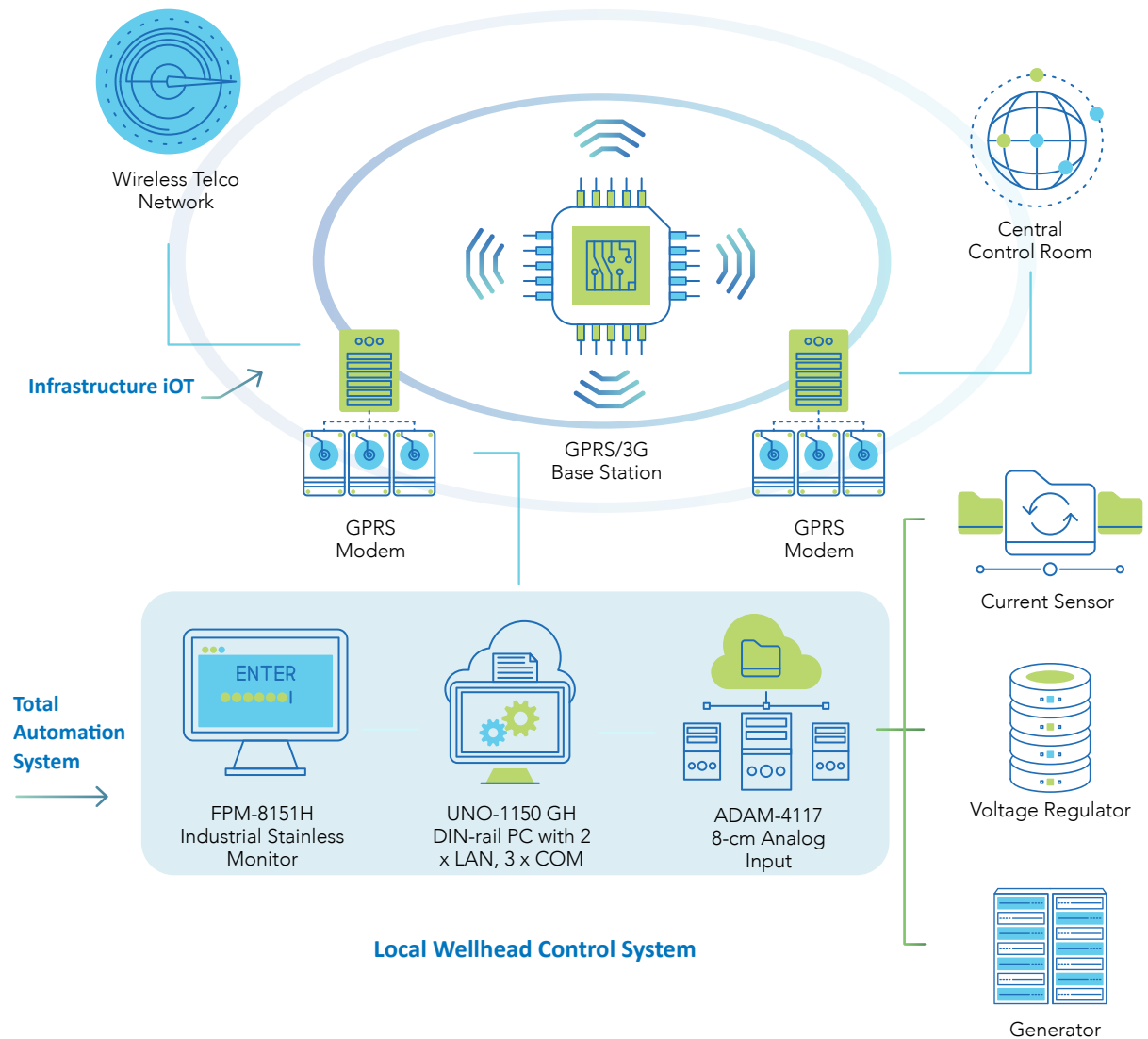
The Company also plays an important role in the world of Information and Communication Technology (Information Communication Technology) in the oil and gas industry sector. Oil and gas exploration and exploitation activities require Information and Communication Technology facilities, both for personnel communication, data communication, as well as asset and personal tracking, Radio Frequency Identification (RFID). In remote areas and remote areas, radio communication is the best choice; and the Company is able to provide services and communication services with radio wave frequencies (Radio Trunking, Broadband Communication, Wireless Data Communication), IT and Automation equipment provision services, sensors and tracking for both assets and human/personnel, including building/construction services. customization of software related to these needs (Control Equipment Monitoring, Vessel Tracking Monitoring System, Fuel Monitoring, GPS Tracking, Inventory and Tagging with RFID). Besides, SCU also provides other ICT (Information Communication Technology) services including Data Center & Disaster Recovery Services, IT Solution, IT Service Management (ITSM), Knowledge Management System (KMS), HWU (Hydraulic Workover Unit) Monitoring System, Smart Building and so on.

**Proses Usaha ICT**  
ICT Business Process



**Proses Usaha Automation**  
Business Process Automation

**Oil Field Drilling Monitoring System**



Tahun 2020 SCU secara umum, terjadi peningkatan pertumbuhan pendapatan SCU sebesar 38% dari Rp103,5 miliar tahun 2019 menjadi Rp143 miliar tahun 2020. Bisnis warehouse/ jasa pengelolaan data fisik mengalami peningkatan pendapatan dari tahun 2019 sebesar Rp70,2 miliar menjadi Rp79,2 miliar tahun 2020. Penambahan pendapatan ini banyak terjadi di sub bisnis Jasa Pengolahan Sistem Management Arsip, Alihmedia dan Pertambahan atau Pertumbuhan Dokumen, General Warehousing, serta di tunjang oleh adanya Sinergy Pertamina Grup. Begitu juga halnya dengan bisnis ICT mengalami kenaikan pendapatan dari Rp33,2 miliar pada tahun 2019 menjadi Rp54 miliar pada tahun 2020, penambahan pendapatan banyak terjadi pada sub bisnis IT & Automation. Serta dengan adanya penambahan kontribusi dari Business Unit Geo Data dan Geo IT yang baru bergabung masuk ke SCU (merger) menjadi nilai tambah untuk peningkatan pendapatan revenue SCU di tahun 2020. Di mana Bisnis Geo-Data memiliki pendapatan sebesar Rp4,5 miliar dan Geo-IT sebesar 5,3 miliar di tahun 2020.

Okupansi produksi jasa layanan Warehouse adalah sebagai berikut:

In 2020 SCU in general, there was an increase in SCU revenue growth of 38% from Rp103.5 billion in 2019 to Rp143 billion in 2020. The warehouse business/physical data management services experienced an increase in revenue from 2019 of Rp70.2 billion to Rp79.2 billion in 2020. The increase in revenue has mostly occurred in the Sub-business of Processing Services for Archives Management Systems, Media Transfer and Document Growth or Growth, General Warehousing, and is supported by the Pertamina Group Synergy. Likewise, the ICT business experienced an increase in revenue from Rp33.2 billion in 2019 to Rp54 billion in 2020, most of which occurred in the IT & Automation sub-business. And with the addition of contributions from the Geo Data and Geo IT Business Unit which have just joined the SCU (merger), it is an added value for increasing SCU revenue revenue in 2020. Where the Geo-Data Business has revenues of Rp4.5 billion and Geo- IT Amounted to 5.3 billion in 2020.

The production occupancy for Warehouse services is as follows:

Pengelolaan Data Fisik Physical Data Management	Satua Unit	Kapasitas Capacity		Okupansi Occupancy	
		2020	2019	2020	2019
Tape Storage	M <sup>2</sup>	1.361	1.869	1.361	1.567
	Reel	293.998	403.655	293.998	338.423
Catridge Room	M <sup>2</sup>	132	289	132	134
	Catridge	189.642	416.118	189.642	192.798
Document Storage	M <sup>2</sup>	18.950	10.434	18.950	20.498
	Box	341.104	177	341.104	368.962
Core Storage	M <sup>2</sup>	4.498	3.426	4.498	3.426
	Box	98.965	75.378	98.965	75.378
General Storage	M <sup>3</sup>	21.529	18.207	21.529	18.207
	M <sup>2</sup>	2.500	1.500	2.500	1500

Volume penjualan jasa pengelolaan alih media (Remastering) pada jasa layanan Warehouse adalah sebagai berikut:

The sales volume of media transfer management services (Remastering) on Warehouse services is as follows:

Warehouse Alih Media (Data Remastering)	Satuan Unit	Volume Penjualan Trading Volume	
		2020	2019
Scanner	Sheet	9.040.137	26.192.922
Tape Magnetic Drive	Reel	34.387	11.492



Kapasitas Penjualan Jasa Layanan ICT (*Information Communication Technology*) adalah:

The sales capacity of ICT Services (*Information Communication Technology*) is:

ICT Radio Trunking & IT Solution	Satuan Unit	Volume Penjualan Trading Volume	
		2020	2019
Radio Telecommunication	Unit	1.848	1.444
Vessel Tracking Management System	Vessel	49	84
GPS	Unit	1.366	2.297

### PT ELNUSA FABRIKASI DAN KONSTRUKSI (EFK)

Perseroan melalui anak perusahaan PT Elnusa Fabrikasi dan Konstruksi (EFK) melakukan kegiatan usaha sebagai berikut:

1. Fabrikasi dan Pengadaan Peralatan Migas
2. Niaga OCTG sebagai penyedia pipa OCTG selaku pabrikan (Trading)
3. Penguliran Pipa OCTG (Threading)
4. Jasa Konstruksi besar (EPC)
5. Jasa Perbaikan Peralatan Migas (Maintenance Services)
6. Layanan jasa desain, engineering, pengawasan, dan pelaksanaan konstruksi

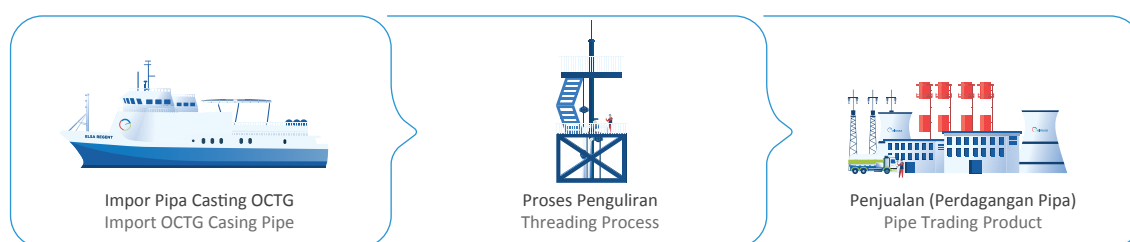
Proses kegiatan usaha jasa OCTG dapat digambarkan sebagai berikut:

### PT ELNUSA FABRIKASI AND KONSTRUKSI (EFK)

The Company through its subsidiary PT Elnusa Fabrikasi dan Konstruksi (EFK) carries out the following business activities:

1. Fabrication and Procurement of Oil and Gas Equipment
2. Niaga OCTG as a provider of OCTG pipes as a manufacturer (Trading)
3. OCTG Pipe Threading (Threading)
4. Large Construction Services (EPC)
5. Oil and Gas Equipment Repair Services (Maintenance Services)
6. Design, engineering, supervision and construction implementation services

The process of OCTG service business activities can be described as follows:



Pencapaian Revenue di tahun 2020 mengalami peningkatan yang sangat signifikan sebesar 31% dari tahun 2019. Kenaikan revenue yang signifikan dikarenakan beberapa proyek pada unit bisnis OCTG seperti Tubing High Grade Sumatera Pertamina EP dan unit bisnis Fabrikasi pekerjaan Rig EHR-14.

Dari sisi Produksi jasa ulir, perbandingan kinerja operasi tahun 2020 dan 2019 dapat disajikan sebagai berikut:

Revenue achievement in 2020 experienced a very significant increase of 31% from 2019. The significant increase in revenue was due to several projects in the OCTG business unit such as Tubing High Grade Sumatra Pertamina EP and the EHR-14 Rig Fabrication business unit.

In terms of production of screw services, the comparison of operating performance in 2020 and 2019 can be presented as follows:

**Produksi Jasa Ulir**  
 Production of Screw Services

Jenis Pekerjaan Type of Work	Satuan Unit	Produksi Production	
		2020	2019
Threading OCTG	MT	2.889	2.776
Trading OCTG	MT	2.323	1.667

**PT PATRA NUSA DATA (PND)**

PND sebagai partner utama dari Pertamina Upstream Data Center (PUDC) - UTC dalam mengelola data Migas milik negara dengan cakupan lingkup kerja yaitu mengumpulkan, mengelola, menyimpan dan memasyarakatkan data terkait wilayah kerja migas.

Merujuk kepada berakhirnya kontrak pengelolaan data Migas antara Pusdatin ESDM dan PND yang berakhir pada Maret 2018, terjadi perubahan pola bisnis yang cukup mendasar, semula perusahaan mendapatkan pendapatan dari lisensi data, namun sejak kontrak pengelolaan data beralih ke Pertamina Upstream Data Center (PUDC) - UTC maka pendapatan perusahaan menjadi fixed income berdasarkan kontrak services dengan Pertamina Upstream Data Center (PUDC) - UTC.

Jasa yang disediakan PND secara garis besar dikelompokkan ke dalam dua kategori jasa:

1. Jasa Geo Data sebagai partner utama dari Pertamina Upstream Data Center (PUDC) - UTC untuk melakukan pengelolaan data migas dan pemasyarakatan data baik migas konvensional maupun non konvensional (Coal Bed Methane-CBM dan Shale Gas)
2. Jasa Geo IT yang meliputi IT Data Management untuk solusi Pengelolaan Data subsurface berupa data Fisik, Alih Media (scan, digitasi, vektorisasi, re-drawing, re-mapping) dan Penataan Data Digital (dengan menggunakan perangkat lunak utama INAMETA Plus/Enterprise dan INAMETA Platinum).

**PT PATRA NUSA DATA (PND)**

PND as the main partner of Pertamina Upstream Data Center (PUDC) - UTC in managing state-owned oil and gas data with the scope of work, namely collecting, managing, storing and disseminating data related to oil and gas working areas.

Referring to the termination of the oil and gas data management contract between Pusdatin ESDM and PND which ended in March 2018, there was a fairly basic change in business patterns, at first the company received revenue from data licenses, but since the data management contract switched to Pertamina Upstream Data Center (PUDC) - UTC then the company's revenue becomes fixed income based on the services contract with Pertamina Upstream Data Center (PUDC) - UTC.

The services provided by PND are broadly grouped into two service categories:

1. Geo Data services as the main partner of Pertamina Upstream Data Center (PUDC) - UTC to manage oil and gas data and correct data both conventional and non-conventional oil and gas (Coal Bed Methane-CBM and Shale Gas)
2. Geo IT services which include IT Data Management for subsurface Data Management solutions in the form of Physical data, Media Transfer (scan, digitization, vectorization, re-drawing, re-mapping) and Digital Data Management (using the main software INAMETA Plus/Enterprise and INAMETA Platinum).

**Realisasi Produksi**  
 Production Realization

Jenis Pekerjaan Type of Work		Unit	2020	2019
Data Collecting (kumulatif)	Seismic 2D (Post Stack)	Line	44.263	44.003
Data Collecting (cumulative)	Seismic 2D (Field Data)	Line	20.611	20.531
	Seismic 3D	Area	111	106
	Well	Well	14.085	14.075

**Realisasi Produksi**  
Production Realization

Jenis Pekerjaan Type of Work		Unit	2020	2019
Data Remastering (kumulatif)	Seismic Vektorisasi	Sheet	57.905	57.905
Data Remastering (cumulative)	Master Log	Well	2.882	2.794
	GGR	Report	12.297	10.092
	Map	Sheet	37.940	37.886
	Supporting Document		2.002	1.562
Prospect Evaluation & Data Enhancement (kumulatif)	Post Stack	Km	958.798	958.798
	Pre Stack	Km	117.547	117.547
	3D Repro	Km2	2.521	2.521
Prospect Evaluation & Data Enhancement (cumulative)				
Product Development	Pengembangan Advance Well Data Management Advance Well Data Management Development	Persen	85	30

## Catatan:

- Jumlah Data Collecting, Data Remastering Prospect Evaluation & Data Enhancement, disajikan adalah kumulatif dari tahun ke tahun.
- Merujuk pada lingkup pengelolaan data antara PUDC dengan PND, maka kegiatan Pekerjaan Prospect Evaluation, Study, dan Data Enhancement sudah tidak dilakukan.
- Pekerjaan Master Log tidak dilakukan lagi karena tidak termasuk dalam lingkup kontrak dengan Pertamina.
- Prioritas pekerjaan di 2020 untuk Remastering adalah dilakukan sesuai dengan request dari pengguna data.
- Prioritas pekerjaan Remastering adalah update Metadata untuk aplikasi MDT (Manajemen Data terintegrasi, milik PUDC), QC & Perbaikan Data untuk pelayanan, & input Data Remastering.
- Product Development untuk Pengembangan Advance Well Data Management adalah pengembangan produk GeolT.

Dari sisi pelayanan data kepada pelanggan, perbandingan kinerja operasi tahun 2020 (hingga Maret) dan 2019 untuk bisnis Geo Data dapat disajikan sebagai berikut:

## Note:

- Total Data Collecting, Data Remastering Prospect Evaluation & Data Enhancement, presented is cumulative from year to year.
- Referring to the scope of data management between PUDC and PND, the Prospect Evaluation, Study, and Data Enhancement Work activities have not been carried out.
- Master Log work is no longer being carried out because it is not included in the scope of the contract with Pertamina.
- The priority of work in 2020 for Remastering is to be carried out in accordance with requests from data users.
- Remastering work priority is updating Metadata for MDT application (Integrated Data Management, owned by PUDC), QC & Data Repair for services, & Data Remastering input.
- Product Development for Advance Well Data Management Development is a GeolT product development.

In terms of data service to customers, the comparison of operating performance in 2020 (up to March) and 2019 for the Geo Data business can be presented as follows:

Jenis Data Type of Data		2020	2019
2D Seismic	Km	20.215,97	1.081.415,55
3D Seismic	Km	14.114,67	819.510,97

Jenis Data Type of Data		2020	2019
Well	Well	29	10.819
GGR (Report)	Title	0	171
Maps	Sheet	0	15
Core (Sample)	Bags	0	204

Terhitung mulai bulan Maret 2020, pola pemanfaatan data telah diberlakukan pola Membership sehingga kinerja akses datanya tidak menggunakan volume base sebagai perhitungannya, akan tetapi pencatatan akses datanya berdasarkan satuan files, sebagai berikut:

Starting from March 2020, the membership pattern has been applied to the data utilization pattern so that data access performance does not use the volume base as a calculation, but records data access based on the unit of files, as follows:

Jenis Data Type of Data		2020
3D Poststack Data	Files	195
3D Angle Stack Data	Files	25
2D Poststack Data	Files	9361
2D Angle Stack Data	Files	1
Well Log	Files	1594
Well Report	Files	812
Report	Files	316
2D Field Data	Files	8047
2D Navigation	Files	772
Velocity	Files	8
Inversi	Files	1
Bundle All Data	Files	93.322
Supp Doc	Files	2140
Sample Well	Bags	281

Volume produksi jasa Geo IT tahun 2020 dan 2019 dapat disajikan sebagai berikut:

The production volume of Geo IT services in 2020 and 2019 can be presented as follows:

Jenis Pekerjaan Type of Work		Kapasitas Volume	
		2020	2019
Layanan INAMETA Plus INAMETA Plus Services	Proyek Project	2	2
Layanan INAMETA Platinum INAMETA Platinum Services	Lisensi Licence	1*	1*
Layanan Pay per Use / Olivia Pay per Use/Olivia Services	Klien Client	1*	1*
Technical Oil & Gas Data Management Services Technical Oil & Gas Data Management Services	Proyek Project	1	1
Advance Well Data Management Solution Advance Well Data Management Solution	Proyek Project	1	1
Data Governance for Upstream Data Data Governance for Upstream Data	Proyek Project	1	-
Digital Data Warehouse for Corporate Dashboard Digital Data Warehouse for Corporate Dashboard	Proyek Project	1	-

\*) as a government support (SKK Migas)

## PT ELNUSA TRANS SAMUDERA

PT Elnusa Trans Samudera (ETSA) adalah entitas anak perusahaan yang menyediakan Jasa Marine Support yang didirikan pada 8 November 2013. Saat ini ETSA memberikan jasa pendukung operasional bagi kegiatan perusahaan yang bergerak di bidang energi lepas pantai termasuk di dalamnya adalah perusahaan-perusahaan di bidang minyak dan gas maupun perusahaan di luar minyak dan gas.

## PT ELNUSA TRANS SAMUDERA

PT Elnusa Trans Samudera (ETSA) is a subsidiary that provides Marine Support Services which was established on November 8, 2013. Currently ETSA provides operational support services for the activities of companies engaged in offshore energy including companies in the oil sector. and gas and companies outside of oil and gas.



Sebagai penunjang jasa tersebut, Perseroan memiliki 10 unit Kapal, di mana terdiri dari 1 unit Landing Craft Tank (LCT), 5 unit Work Barge (WB), 2 unit Accomodation Work Barges (AWB), 1 unit kapal dredging barge dan 1 unit kapal survey seismic yang kemudian diberi nama MV. ELSA REGENT.

To support this service, the Company has 10 units of ships, consisting of 1 unit Landing Craft Tank (LCT), 5 units of Work Barge (WB), 2 units of Accomodation Work Barges (AWB), 1 unit of dredging barge and 1 unit of ship. seismic survey which was later named MV. ELSA REGENT.

Revenue ETSA ditahun 2020 sebesar Rp682 Miliar atau Growth sebesar 87% terhadap tahun 2019 sebesar Rp364 Miliar. Revenue Perusahaan didominasi dari Seismic Vessel sebesar 31% dari total pendapatan atas pekerjaan Seismic 2D KKP Jambi Merang dan offshore support sebesar 55% dari total pendapatan meliputi pekerjaan Decom YYA, Dredging dan support vessel for non aset based.

ETSA's revenue in 2020 was Rp682 billion or a growth of 87% against 2019 of Rp364 billion. The Company's revenue is dominated by Seismic Vessel, Amounting to 31% of the total income from the Seismic 2D KKP Jambi Merang work and offshore support of 55% of the total revenue including Decom YYA work, Dredging and support vessel for non-asset based.

Ditahun 2020 ETSA sudah mendapatkan Sertifikat Surat Izin Pengerukan dan Reklamasi (SIUPR) ini salah satu modal bagi ETSA untuk pengembangan bisnis Dredging ke depannya, selain itu ETSA juga akan ikut bersaing di pasar jasa marine offshore, jasa subsea dan marine infrastruktur baik di bisnis Hulu dan Hilir Migas seperti refurbishment Single Point Mooring, pembangunan dan pemeliharaan pelabuhan. Pengembangan ETSA kedepannya akan ikut bersaing di pasar jasa marine offshore dan industry hilir yang lain, seperti supply vessel, self propeler and oil barge (SPOB).

In 2020 ETSA has received a Certificate of Permit for Dredging and Reclamation (SIUPR). Downstream Oil and Gas such as Single Point Mooring refurbishment, port construction and maintenance. ETSA development in the future will compete in the marine offshore service market and other downstream industries, such as supply vessels, self propellers and oil barges (SPOB).

Berikut disampaikan kinerja keuangan dan profitabilitas segmen Jasa Penunjang Migas.

Following is the financial performance and profitability of the Oil and Gas Supporting Services segment.

**Kinerja Keuangan dan Profitabilitas Segmen Jasa Penunjang Migas**  
 Financial Performance and Profitability of the Oil and Gas Supporting Services Segment

Jasa Penunjang Migas Oil and Gas Support Services	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Kontribusi (%) Contribution (%)	Kenaikan (Penurunan) Increase (Decrease)	
			Jumlah (Rp-juta) Amount (Rp-million)	Jumlah (Rp-juta) Amount (Rp-million)
<b>Laba (Rugi) Bersih Profit (Loss) - Net</b>				
Pendapatan Revenues	1.409.031	988.663	420.368	43%
Pendapatan Eksternal External Revenues	585.434	441.914	143.520	32%
Pendapatan antar Segmen Inter-segment Revenues	823.597	546.749	276.848	51%
Beban Pokok Pendapatan Cost of Income Gross Profit	(1.205.987)	(820.397)	(385.590)	47%
Laba Kotor Gross Profit	203.044	168.266	34.778	21%
Beban Penjualan Selling Expenses	(76)	(798)	722	-90%
Beban Umum dan Administrasi General and Administrative Expenses	(70.861)	(65.396)	(5.465)	8%
Penghasilan Bunga Interest Income	8.684	9.206	(522)	-6%
Beban Keuangan Financial Charges	(4.496)	(5.479)	983	-18%
Lain-Lain – Neto Others – Neto	4.120	3.721	399	11%
Laba Sebelum Pajak Final dan Pajak Penghasilan Profit Before Final Tax and Income Tax	140.415	109.520	30.895	28%

**Kinerja Keuangan dan Profitabilitas Segmen Jasa Penunjang Migas**  
Financial Performance and Profitability of the Oil and Gas Supporting Services Segment

Jasa Penunjang Migas Oil and Gas Support Services	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Kontribusi (%) Contribution (%)	Kenaikan (Penurunan) Increase (Decrease)	
			Jumlah (Rp-juta) Amount (Rp-million)	Jumlah (Rp-juta) Amount (Rp-million)
Beban Pajak Final Final Tax Expense	(8.720)	(5.531)	(3.189)	58%
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	131.695	103.989	27.706	27%
Beban Pajak Penghasilan Income Tax Expense	(44.254)	(11.877)	(32.377)	273%
Laba Tahun Berjalan Profit for The Year	87.441	92.112	(4.671)	-5%
Penghasilan Komprehensif Lain Other Comprehensive Income	(325)	(1.631)	1.306	-80%
Total Laba Komprehensif Tahun Berjalan Total Comprehensive Income for the Year	87.116	90.481	(3.365)	-4%
<b>Informasi-Informasi Lain</b> Other Information				
Total Aset Total Assets	1.220.049	1.086.423	133.626	12%
Total Liabilitas Total Liability	374.255	316.169	58.086	18%
Ekuitas - Neto Equity - Net	845.794	770.254	75.540	10%
Penyusutan dan Amortisasi Depreciation and Amortization	97.702	86.390	11.312	13%
Penambahan Aset Tetap Addition to Fixed Assets	51.691	61.384	(9.693)	-16%

## TINJAUAN KEUANGAN

### FINANCIAL REVIEW

#### STANDAR PENYAJIAN INFORMASI DAN KESESUAIAN TERHADAP STANDAR AKUNTANSI KEUANGAN

Analisa dan pembahasan kinerja keuangan pada laporan tahunan ini mengacu pada Laporan Keuangan untuk tahun-tahun yang berakhir pada 31 Desember 2020 dan 31 Desember 2019 yang telah di audit oleh Kantor Akuntan Publik Purwanto, Sungkoro & Surja ( EY ) yang dalam laporan nomor 00102/2.1032/AU.1/02/0701-3/1/II/2021 dengan pendapat bahwa laporan keuangan konsolidasian Elnusa menyajikan secara wajar dalam semua hal yang material, sesuai dengan Standar Akuntansi Keuangan ("SAK") di Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK") yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia, serta Peraturan Otoritas Jasa Keuangan (OJK) No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik.

#### POSISI KEUANGAN KONSOLIDASIAN

#### INFORMATION PRESENTATION STANDARDS AND CONFORMITY TO FINANCIAL ACCOUNTING STANDARDS

The analysis and discussion of financial performance in this annual report refers to the Financial Statements for the years ended 31 December 2020 and 31 December 2019 which were audited by Purwanto, Sungkoro & Surja (EY) Public Accountants Office in report number 00102/2.1032/AU.1/02/0701-3/1/II/2021 with the opinion that Elnusa's consolidated financial statements are fair in all material respects, in accordance with Indonesian Financial Accounting Standards ("SAK"), which includes the Statement of Accounting Standards Finance ("PSAK") and Interpretation of Financial Accounting Standards ("ISAK") issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants, as well as Financial Services Authority (FSA) Regulation No. 29/POJK.04/2016 concerning the Annual Report of Issuers or Public Companies.

#### CONSOLIDATED FINANCIAL POSITION

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
<b>ASET ASSET</b>				
Aset Lancar Current Assets	4.217.325	3.698.370	518.955	14%
Aset Tidak Lancar Non-current Assets	3.345.497	3.106.666	238.831	8%
Jumlah Aset Total Assets	7.562.822	6.805.036	757.786	11%
<b>Liabilitas Liability</b>				
Liabilitas Jangka Pendek Short-term Liabilities	2.573.467	2.504.335	69.132	3%
Liabilitas Jangka Panjang Long-term Liabilities	1.248.409	724.004	524.405	72%
Jumlah Liabilitas Total Liabilities	3.821.876	3.228.339	593.537	18%
Utang Berbunga Interest Bearing Debt	739.326	1.127.040	(387.214)	-34%
Ekuitas Equity	3.740.946	3.576.698	164.248	5%
Modal Kerja - Neto Working Capital - Net	1.934.095	1.194.035	740.060	62%



**” PER 31 DESEMBER 2020, TOTAL ASET PERSEROAN MENGALAMI PERTUMBUHAN 11% DI BANDING TAHUN SEBELUMNYA, SEMENTARA TOTAL LIABILITAS NAIK SEBESAR 18% DAN EKUITAS MENGALAMI KENAIKAN 5%.**

AS OF DECEMBER 31, 2020, THE COMPANY'S TOTAL ASSETS EXPERIENCED A GROWTH OF 11% COMPARED TO THE PREVIOUS YEAR, WHILE TOTAL LIABILITIES INCREASED BY 18% AND EQUITY INCREASED BY 5%.

#### ASET

Kenaikan Asset sebesar 11% didorong dari adanya kenaikan pada Kas dan setara kas, dikarenakan adanya penambahan deposito berjangka di tahun 2020. Selain itu kenaikan aset dikarenakan adanya aset hak guna usaha di tahun 2020, sebagai efek dari implementasi PSAK 73.

#### ASSET

The 11% increase in assets was driven by an increase in cash and cash equivalents, due to the addition of time deposits in 2020. Also, the increase in assets is due to the existence of use rights assets in 2020, as an effect of the implementation of PSAK 73.

#### Aset Lancar

##### Current Assets

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Kas dan Setara Kas Cash and Cash Equivalents	1.231.867	856.122	375.745	44%
Piutang Usaha – Neto Accounts Receivable – Net	2.150.154	2.089.958	60.196	3%
Aset Keuangan Lancar Lainnya – Neto Accounts Receivable – Net	48.327	35.124	13.203	38%
Persediaan – Neto Stock – Net	273.488	213.298	60.190	28%
Uang Muka Down Payment	56.988	129.979	(72.991)	-56%
Pajak Dibayar di Muka Prepaid Taxes	429.502	350.353	79.149	23%
Beban Dibayar di Muka Prepaid Expenses	26.999	23.536	3.463	15%
<b>Jumlah Aset Lancar Total Current Assets</b>	<b>4.217.325</b>	<b>3.698.370</b>	<b>518.955</b>	<b>14%</b>

Kenaikan sebesar 14 Persen atau 518,9 Miliar Rupiah, didominasi dari kenaikan kas dan setara kas dikarenakan adanya penempatan deposito berjangka. Dan kenaikan aset keuangan lancar lainnya sebesar 38%, dikarenakan adanya penambahan piutang lain-lain ke PT Tugu Pratama Indonesia, atas klaim asuransi kehilangan aset.

An increase of 14 percent or 518.9 billion Rupiah, dominated by the increase in cash and cash equivalents due to the placement of time deposits. And the increase in other current financial assets by 38%, due to the addition of other receivables to PT Tugu Pratama Indonesia, for insurance claims for loss of assets.

**Kas dan Setara Kas**
**Cash and Cash Equivalents**

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Kas Cash	1.958	2.255	(297)	-13%
Bank Bank				
Rupiah Rupiah	583.564	549.085	34.479	6%
Dollar Amerika Serikat United States Dollar	241.345	262.286	(20.941)	-8%
Dollar Singapura Singapore Dollar		-		
Jumlah Kas pada Bank Amount of Cash in the Bank	824.909	811.371	13.538	2%
Call Deposit dan Deposito Berjangka Call Deposits and Time Deposits				
Rupiah Rupiah	405.000	42.497	362.503	853%
Jumlah Call Deposit dan Deposito Berjangka Total Call Deposits and Time Deposits	405.000	42.497	(4.703)	-853%
<b>Jumlah Kas dan Setara Kas</b> <b>Total Cash and Cash Equivalents</b>	<b>1.231.867</b>	<b>856.123</b>	<b>375.744</b>	<b>44%</b>

**Piutang Usaha**
**Accounts Receivable**

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Difakturkan Factored	560.722	739.009	(178.287)	-24%
Belum Difakturkan Not yet Factored	1.757.071	1.511.885	245.186	16%
Jumlah Piutang Usaha Total Accounts Receivable	2.317.793	2.250.894	66.899	3%
Cadangan Kerugian Penurunan Nilai Allowance for Impairment Losses	(167.639)	(160.932)	(6.707)	4%
<b>Jumlah Piutang Usaha Neto</b> <b>Total Accounts Receivable Net</b>	<b>2.150.154</b>	<b>2.089.962</b>	<b>60.192</b>	<b>3%</b>

## Aset Tidak Lancar

## Non-current Assets

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Aset Keuangan Tidak Lancar Lainnya Other Non-current Financial Assets	467.885	464.953	2.932	1%
Pajak Dibayar di Muka – Bagian Tidak Lancar Prepaid Taxes – Non-current Part	465.961	492.276	(26.315)	-5%
Aset Pajak Tangguhan Deferred Tax Assets	117.631	127.598	(9.967)	-8%
Penyertaan Saham-Neto Equity-Net	19.622	16.660	2.962	18%
Uang Muka Bagian Tidak Lancar Advances for Non-current Parts	12.031	49.509	(37.478)	76%
Aset Tetap - Bersih Fixed Assets - Net	1.811.979	1.819.321	(7.342)	0%
Aset Hak Guna - Neto Use Rights Assets - Net	331.639	-	331.639	100%
Aset Tak Berwujud Intangible Assets Investment	8.363	13.745	(5.382)	-39%
Properti Investasi - Bersih Properties - Net	51.759	51.876	(117)	0%
Aset Lain-Lain Other Assets	58.627	70.728	(12.101)	17%
<b>Jumlah Aset Tidak Lancar</b> Total Non-Current Assets	<b>3.345.497</b>	<b>3.106.666</b>	<b>238.831</b>	<b>7%</b>

## Aset Tetap

## Fixed Assets

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Tanah Soil	259.491	254.210	5.281	2%
Bangunan, Prasarana dan Instalasi Buildings, Infrastructure and Installations	151.616	152.338	(722)	0%
Mesin dan Peralatan Machinery and Equipment	391.345	466.871	(75.526)	-16%
Perabotan dan Perlengkapan Kantor Office Furniture and Supplies	6.093	-	6.093	100%
Alat Transportasi Means of Transportation	236.166	200.421	35.745	18%
Konstruksi Baja Steel Construction	595.771	574.503	21.268	4%

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Aset dalam Penyelesaian (Mesin dan Peralatan) Construction in Progress (Machinery and Equipment)	179.601	179.081	520	0%
Provisi Penurunan Nilai Provision for Impairment	(8.104)	(8.105)	1	0%
Nilai Buku Neto Net Book Value	1.811.979	1.819.319	(7.340)	0%

Perabotan dan perlengkapan kantor meningkatkan 100%.  
 Total aset tanggal 31 Desember 2020 tidak mengalami kenaikan dari tahun 2019 ke 2020.

Office furniture and supplies improve 100%.  
 Total assets as of December 31, 2020 did not increase from 2019 to 2020.

## LIABILITAS

Kenaikan sebesar 18 % atau sebesar 593 Miliar Rupiah dari liabilitas di dominasi dari adanya penerbitan sukuk ijarah dan liabilitas sewa yang disebabkan karena implementasi PSAK 73 di tahun 2020.

## LIABILITIES

the increase of 18% or 593 billion rupiah of liabilities was dominated by the issuance of sukuk ijarah and lease liabilities due to the implementation of psak 73 in 2020.

### Liabilitas Jangka Pendek

### Short-term Liabilities

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Pinjaman Bank Jangka Pendek Short-term Bank Loans	110.714	309.302	(198.588)	-64%
Utang Usaha Accounts Payable	685.105	692.797	(7.692)	0%
Liabilitas Keuangan Lainnya – Jangka Pendek Other Financial Liabilities - Short-term	100.648	65.778	34.870	53%
Liabilitas Imbalan Kerja Jangka Pendek Short-term Employee Benefits Liabilities	60.494	119.055	(58.561)	-49%
Utang Pajak Tax Debt	26.876	73.424	(46.548)	63%
Akrual Accrual	1.047.200	1.004.400	42.800	4%
Utang Jangka Panjang yang Jatuh tempo dalam waktu satu tahun: - Utang Bank - Liabilitas Sewa	290.237 252.193	239.579 -	50.658 252.193	21% 100%
Long-term debt with maturities of one year: - Bank Debt - Lease Liabilities				
<b>Jumlah Liabilitas Jangka Pendek</b> Total Short-term Liabilities	<b>2.573.467</b>	<b>2.504.335</b>	<b>(69.132)</b>	<b>-3%</b>

Liabilitas jangka pendek pada tanggal 31 Desember 2020 turun 3% di banding posisi pada tanggal yang sama tahun 2019, dikarenakan dengan berkurangnya pinjaman jangka pendek. Ditahun 2020 sudah dilakukan pembayaran.

Short-term liabilities as of December 31, 2020 decreased by 3% compared to the position on the same date in 2019, due to reduced short-term borrowings. In 2020, payments have been made.

## Liabilitas Jangka Panjang

## Long-term Liabilities

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp- million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp- million)	Persentase Percentage (%)
Pendapatan yang ditangguhkan - bagian tidak lancar Deferred income - non-current part	80.250	90.950	(10.700)	-12%
Utang jangka panjang – setelah dikurangi bagian yang jatuh tempo dalam waktu satu tahun: - Utang bank - Liabilitas sewa Long-term debt - net of the portion that is due within one year - Bank debt - Lease liabilities	338.375 64.918	578.159 -	(239.784) 64.918	-41% 100%
Utang sukuk Sukuk debt	697.019	-	697.019	100%
Liabilitas Imbalan Kerja Employee Benefits Liabilities	67.847	54.895	12.952	98%
<b>Jumlah Liabilitas Jangka Panjang</b> Total of Long-term Liabilities	<b>1.248.409</b>	<b>724.004</b>	<b>524.405</b>	<b>72%</b>

Liabilitas jangka Panjang pada tanggal 31 Desember 2020 naik 72% dibanding posisi pada tanggal yang sama tahun 2019, mayoritas di sebabkan adanya penerbitan sukuk, yang akan di jelaskan pada bagian berikutnya. Untuk Pendapatan ditangguhkan merupakan selisih antara nilai buku aset tetap sewa pembiayaan dengan jumlah penerimaan minimum sewa pembiayaan.

Pada tanggal 3 Agustus 2020, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Sukuk Ijarah Berkelanjutan I Elnusa Tahap I Tahun 2020 dengan sisa imbalan Ijarah sebesar Rp700 Miliar Sukuk Ijarah ini diterbitkan tanpa warkat dan dijamin dengan kesanggupan penuh (full commitment) dan ditawarkan dengan nilai 100% dari jumlah sisa imbalan ijarah, dengan jangka waktu 5 (lima) tahun sejak tanggal emisi. Cicilan Imbalan Ijarah adalah sebesar Rp63.000, atau ekuivalen sebesar 9% per tahun yang akan dibayarkan setiap 3 (tiga) bulan, dan jatuh tempo 11 Agustus 2025.

Total dana yang diterima Perusahaan pada tanggal 11 Agustus 2020 dari hasil penerbitan Perdana Sukuk Ijarah Berkelanjutan I Elnusa Tahap I Tahun 2020 adalah sebesar Rp700 Miliar Sesuai dengan perjanjian Perusahaan dengan PT Bank Rakyat Indonesia (Persero) Tbk selaku wali amanat dan prospektus penawaran sukuk ijarah Perusahaan, dana tersebut akan digunakan untuk pembelian alat dan modal kerja.

Long-term liabilities on December 31, 2020 increased by 72% compared to the position on the same date in 2019, the majority was due to the issuance of sukuk, which will be explained in the next section. Deferred income represents the difference between the book value of fixed assets under a finance lease and the minimum Amount received from the finance lease.

On August 3, 2020, the Company has received an effective statement from the Financial Services Authority (FSA) regarding the issuance of Continuous Sukuk Ijarah I Elnusa Phase I Year 2020 with the remaining Ijarah reward of Rp700 billion. These Sukuk Ijarahs are issued scripless and guaranteed with full commitment. ) and offered at a value of 100% of the remaining Amount of ijarah fees, with a period of 5 (five) years from the date of issuance. The Ijarah installment fee is Rp63,000, or the equivalent of 9% per annum, which will be paid every 3 (three) months, and will mature on August 11, 2025.

The total funds received by the Company on August 11, 2020 from the issuance of the Initial Sustainable Sukuk Ijarah I Elnusa Phase I Year 2020 Amounted to Rp700 billion. In accordance with the Company's agreement with PT Bank Rakyat Indonesia (Persero) Tbk as the trustee and prospectus for offering the Company's sukuk ijarah, the funds will be used to purchase tools and working capital.

**Status Pinjaman Bank Perseroan**
**Bank Loan Status of the Company**

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
PT Bank BNI (Persero) Tbk	1.063	-	1.063	100%
PT Bank UOB Indonesia	109.651	19.797	89.854	454%
Pinjaman Sindikasi	628.612	817.738	(189.124)	-23%
PT Bank BTPN, Tbk	-	289.505	(289.505)	-100%
<b>Jumlah Total</b>	<b>739.326</b>	<b>1.127.040</b>	<b>(387.714)</b>	<b>-34%</b>

Untuk Pinjaman Sindikasi, pada tanggal 22 Februari 2018, Perusahaan dan entitas anak (EPN dan ETSA) memperoleh fasilitas kredit sindikasi dari PT Bank Sumitomo Mitsui Indonesia, The Bank of Tokyo-Mitsubishi UFJ Ltd., Cabang Jakarta, PT Bank ICBC Indonesia dan PT Bank UOB Indonesia.

For Syndicated Loans, on February 22 2018, the Company and its subsidiaries (EPN and ETSA) obtained syndicated credit facilities from PT Bank Sumitomo Mitsui Indonesia, The Bank of Tokyo-Mitsubishi UFJ Ltd., Jakarta Branch, PT Bank ICBC Indonesia and PT Bank UOB Indonesia.

Pada Tanggal 14 September 2020 terdapat perjanjian transfer mengenai pengalihan pinjaman dari MUFG Bank Ltd, Jakarta Branch (The Bank of Tokyo-Mitsubishi UFJ Ltd.,Cabang Jakarta) kepada PT Bank Danamon Indonesia, Tbk. Maka dari itu, Pinjaman Sindikasi saat ini diperoleh dari PT Bank BTPN Tbk (Bank Sumitomo Mitsui Indonesia), PT Bank Danamon Indonesia, Tbk, PT Bank ICBC Indonesia dan PT Bank UOB Indonesia, yang terbagi dalam 3 (tiga) tranche, yaitu:

On September 14, 2020 there was a transfer agreement regarding the transfer of the loan from MUFG Bank Ltd, Jakarta Branch (The Bank of Tokyo-Mitsubishi UFJ Ltd., Jakarta Branch) to PT Bank Danamon Indonesia, Tbk. Therefore, the Syndicated Loan is currently obtained from PT Bank BTPN Tbk (Bank Sumitomo Mitsui Indonesia), PT Bank Danamon Indonesia, Tbk, PT Bank ICBC Indonesia and PT Bank UOB Indonesia, which are divided into 3 (three) tranches, namely:

1. Tranche A dengan batas maksimum sebesar \$AS30.000.000 dan akan jatuh tempo dalam waktu 60 (enam puluh) bulan sejak tanggal perjanjian. Pinjaman ini akan dibayarkan melalui cicilan bulanan sebanyak 48 (empat puluh delapan) kali dimulai setelah 13 (tiga belas) bulan sejak tanggal perjanjian ini.
2. Tranche B1 dalam mata uang Dolar AS dengan batas maksimum sebesar \$AS25.000.000 dan akan jatuh tempo dalam waktu 60 (enam puluh) bulan sejak tanggal perjanjian. Pinjaman ini akan dibayarkan melalui cicilan bulanan sebanyak 36 (tiga puluh enam) kali dimulai setelah 25 (dua puluh lima) bulan sejak tanggal perjanjian ini.
3. Tranche B2 dalam mata uang Rupiah dengan batas maksimum setara dengan \$AS25.000.000 dan akan jatuh tempo dalam waktu 60 (enam puluh) bulan sejak tanggal perjanjian. Pinjaman ini akan dibayarkan melalui cicilan bulanan sebanyak 36 (tiga puluh enam) kali dimulai setelah 25 (dua puluh lima) bulan sejak tanggal perjanjian ini.

1. Tranche A with a maximum limit of US \$ 30,000,000 and will be due within 60 (sixty) months from the date of the agreement. This loan will be paid in 48 (forty eight) monthly installments starting after 13 (thirteen) months from the date of this agreement.
2. Tranche B1 is denominated in US Dollars with a maximum limit of US \$ 25,000,000 and will be due within 60 (sixty) months from the date of the agreement. This loan will be paid in 36 (thirty six) monthly installments starting after 25 (twenty five) months from the date of this agreement.
3. Tranche B2 in Rupiah currency with a maximum limit equivalent to US \$ 25,000,000 and will be due within 60 (sixty) months from the date of the agreement. This loan will be paid in 36 (thirty six) monthly installments starting after 25 (twenty five) months from the date of this agreement.

EPN dan ETSA memperoleh fasilitas Tranche B1 dan Tranche B2 dengan batas maksimum masing-masing sebesar \$AS20.000.000 dan \$AS8.000.000. Fasilitas-fasilitas tersebut diberikan untuk keperluan investasi dan dikenakan bunga sebesar 1,68% per tahun ditambah LIBOR untuk pinjaman dalam mata uang Dólar AS dan 2,85% per tahun ditambah JIBOR untuk pinjaman dalam mata uang Rupiah. Dalam hal JIBOR di bawah 4,65%, maka JIBOR dianggap 4,65%.

EPN and ETSA obtained Tranche B1 and Tranche B2 facilities with maximum limits of US \$ 20,000,000 and US \$ 8,000,000, respectively. These facilities are provided for investment purposes and bear interest at 1.68% per annum plus LIBOR for loans in US Dólar currency and 2.85% per annum plus JIBOR for loans denominated in Rupiah. In the event that JIBOR is below 4.65%, then JIBOR is considered to be 4.65%.

### Komposisi Pinjaman Bank dalam Mata Uang Asli

### Composition of Bank Loans in Original Currency

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Rupiah	237.168	371.219	(134.051)	-36%
Dollar AS US Dollar	505.492	760.537	(255.045)	-34%
Biaya pinjaman yang belum diamortisasi Unamortized borrowing costs	(3.334)	(4.716)	1.382	29%
<b>Total Pinjaman Bank</b> Total Bank Loans	<b>739.326</b>	<b>1.127.040</b>	<b>(387.714)</b>	<b>-34%</b>

### EKUITAS

### EQUITY

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Modal Saham Ditempatkan dan Disetor Penuh 7.298.500.000 Saham Issued and Fully Paid Share Capital 7,298,500,000 Shares	729.850	729.850	-	0,0%
Tambahan Modal Disetor Additional Paid-in Capital	435.691	435.691	0	0,0%
Saldo Laba Retain Earning	2.625.222	2.464.785	160.437	7%
Penghasilan Komprehensif Lain Other Comprehensive Income	(51.325)	(55.288)	3.963	-7%
Jumlah Ekuitas yang Diatribusikan kepada Pemilik Entitas Induk Total Equity Attributable to Owners of the Parent Entity	3.739.438	3.575.038	164.400	5%
Kepentingan Non-Pengendali Non-controlling Interests	1.508	1.660	(152)	-9%
<b>Jumlah Ekuitas</b> Total Equity	<b>3.740.946</b>	<b>3.576.698</b>	<b>164.248</b>	<b>5%</b>

Jumlah ekuitas yang diatribusikan kepada pemilik entitas induk tumbuh sebesar Rp164 miliar atau 5% di atas posisi ekuitas tahun lalu, berasal dari perolehan laba tahun berjalan sebesar Rp249 miliar dikurangi dividen yang dibayarkan dalam tahun 2020 sebesar Rp89 miliar atau setara dengan 25% dari laba bersih tahun 2019 yakni sebesar Rp356 miliar.

Total equity attributable to owners of the parent company grew by Rp164 billion or 5% above last year's equity position, derived from Profit for the Year of Rp249 billion less dividends paid in 2020 Amounting to Rp89 billion or equivalent to 25% of net income for the year. 2019, which is Rp356 billion.

**Laporan Perubahan Ekuitas Konsolidasi**
**Consolidated Statement of Changes in Equity**

(Dalam Jutaan Rupiah, Kecuali Dinyatakan Lain) (In million Rupiah, unless otherwise stated)	Modal Saham Capital Stock	Tambahan Modal Disetor Additional Paid-in Capital	Saldo Laba Dicadangkan Retained Earnings Reserved	Saldo Laba Tidak Dicadangkan Unreserved Retained Earnings	Penghasilan Komprehensif Lain Other Comprehensive Income	Jumlah Amount	Kepentingan Non Pengendali Non-controlling Interests	Jumlah Ekuitas Total Equity
Saldo Balance per 01/01/2014	729.850	431.422	55.033	1.052.477	(36.419)	2.232.363	27.246	2.259.609
Saldo Balance per 31/12/2014	729.850	431.422	55.033	1.359.234	(57.318)	2.518.221	31.235	2.549.456
Saldo Balance per 31/12/2015	729.850	431.422	87.558	1.413.373	(61.322)	2.600.881	34.305	2.635.186
Saldo Balance per 31/12/2016	729.850	431.422	106.326	1.615.773	(43.920)	2.839.451	38.292	2.877.743
Saldo Balance per 31/12/2017	729.850	435.688	121.872	1.816.276	(56.195)	3.047.490	4.430	3.051.920
Saldo Balance per 31/12/2018	729.850	435.691	134.229	2.043.161	(44.436)	3.298.495	1.705	3.300.200
Saldo Balance per 31/12/2019	729.850	435.691	135.229	2.329.556	(55.288)	3.575.038	1.660	3.576.698
Saldo Balance per 31/12/2020	729.850	435.691	145.971	2.479.251	(51.325)	3.739.438	1.508	3.740.946

**LABA (RUGI) DAN PENGHASILAN KOMPREHENSIF LAIN**
**PROFIT (LOSS) AND OTHER COMPREHENSIVE INCOME**

(Dalam Jutaan Rupiah, Kecuali Dinyatakan Lain) (In million Rupiah, unless otherwise stated)	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Pendapatan Revenues	7.726.945	8.385.124	(658.179)	-8%
Beban Pokok Pendapatan Cost of Revenues	(6.984.472)	(7.514.039)	529.567	-7%
Laba Bruto Gross Profit	742.473	871.085	(128.612)	-15%
Beban Usaha Operating Expenses	(305.226)	(337.401)	32.175	-10%
Laba Usaha Operating Profit	437.247	533.684	(96.437)	-18%
EBITDA*	1.164.509	966.065	198.844	21%



(Dalam Jutaan Rupiah, Kecuali Dinyatakan Lain) (In million Rupiah, unless otherwise stated)	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Penghasilan Bunga Interest Income	29.482	17.093	12.389	72%
Pendapatan Lain-Lain Neto Other Income Net	46.479	(15.707)	62.186	396%
Beban Keuangan*** Financial Charges ***	(132.199)	(40.490)	91.709	226%
Laba Sebelum Pajak Final dan Pajak Penghasilan Profit Before Final Tax and Income Tax	389.009	494.579	(105.570 )	-21%
Beban Pajak Final dan Pajak Penghasilan Final Tax Expense and Income Tax	(131.924)	(138.102)	6.178	4%
Laba (Rugi) Tahun Berjalan Profit (Loss) for the Year	249.085	356.477	(107.392)	-30%
Laba Komprehensif Tahun Berjalan Comprehensive Income for the Year	253.048	345.625	(92.577)	27%
Laba Tahun Berjalan yang Dapat Distribusikan kepada Kepentingan Non-Pengendali Profit for the Year Attributable to Non-Controlling Interests	3	3	-	0%
Laba Tahun Berjalan yang Dapat Distribusikan kepada Pemilik Entitas Induk Profit for the Year Attributable to Owners of the Parent Entity	249.082	356.474	(107.392)	-30%
Laba Tahun Berjalan yang Dapat Distribusikan kepada Pemilik Entitas Induk Tanpa Penjualan Aset Profit for the Year Attributable to Owners of the Parent Entity Without Sales of Assets	248.142	355.467	(107.325)	-30%
Marjin Laba Bruto Gross Profit Margin	9,61%	10,39%	-0,78%	-0,07%
Marjin EBITDA EBITDA Margin	15,07%	11,52%	3,55%	0,31%
Marjin Laba Bersih** Net Profit Margin **	3,22%	4,25%	-1,03%	0,24%
Marjin Laba Bersih Tanpa Penjualan Aset** Net Profit Margin Without Sales of Assets **	3,21%	4,24%	-1,03%	0,24%

\* EBITDA Perseroan dalam laporan ini dihitung dengan menambahkan laba usaha dengan beban amortisasi dan depresiasi, baik yang dicatat dalam beban pokok pendapatan maupun dalam beban usaha Perseroan untuk tahun yang bersangkutan.

\*\* Perhitungan marjin laba bersih yang tercantum dalam laporan ini menggunakan laba (rugi) yang distribusikan kepada Pemilik Entitas Induk.

\*\*\* Beban keuangan yang tercantum dalam Laporan ini tanpa (rugi) selisih kurs atas pinjaman.

\* The Company's EBITDA in this report is calculated by adding up operating income with amortization and depreciation expenses, both recorded in cost of revenue and in operating expenses of the Company for the year concerned.

\*\* The calculation of the net profit margin stated in this report uses profit (loss) attributable to the Parent Entity Owner.

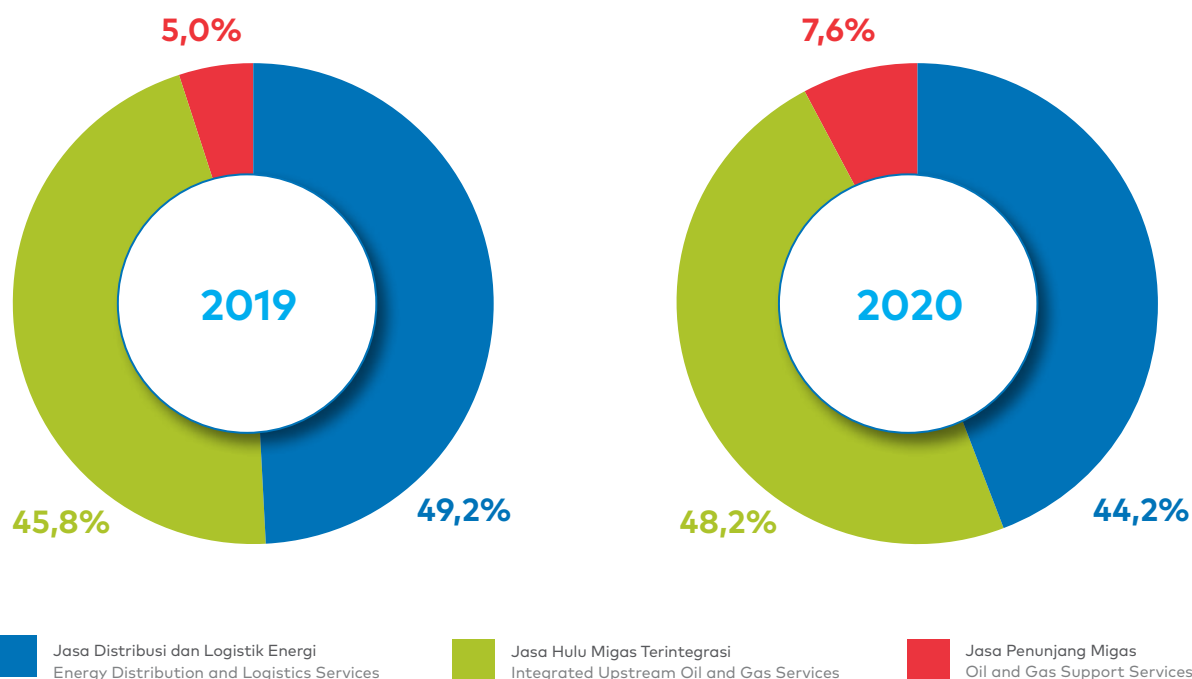
\*\*\* The finance charges stated in this report are without (loss) on foreign exchange on loans.

Sebagai tambahan informasi pada kinerja Laba Rugi dan Penghasilan Komprehensif lain yang telah disajikan pada tabel di atas, Perseroan juga mendistribusikan nilai ekonomi langsung berupa dividen tahun buku 2019 yang dibagikan di tahun 2020 senilai Rp89 Miliar. Selain hal itu, Perseroan sebagai badan usaha tidak menerima bantuan dalam bentuk apapun dari Pemerintah.

Besides of information on the performance of Profit and Loss and other Comprehensive Income that has been presented in the table above, the Company also distributes direct economic value in the form of dividends for the 2019 financial year distributed in 2020 worth Rp89 billion. Apart from that, the Company as a business entity does not receive assistance in any form from the Government.

**Pendapatan**
**Revenues**

	Jumlah (Rp-juta) Amount (Rp- million)	Kontribusi (%) Contribution (%)	Jumlah (Rp-juta) Amount (Rp- million)	Kontribusi (%) Contribution (%)	Selisih (Rp-juta) Difference (Rp- million)	Persentase (%) Percentage (%)
Jasa Distribusi dan Logistik Energi Energy Distribution and Logistics	3.786.529	49,0%	4.364.089	52,0%	(577.560)	-13,2%
Jasa Hulu Migas Terintegrasi Integrated Upstream Oil and Gas Services	3.760.934	48,6%	3.847.015	45,9%	(86.081)	-2,2%
Jasa Penunjang Migas Oil and Gas Support Services	1.409.031	18,2%	988.663	11,8%	420.368	42,5%
<b>Rekonsiliasi</b> Reconciliation	<b>(1.229.549)</b>	<b>-15,8%</b>	<b>(814.644)</b>	<b>-9,7%</b>	<b>(414.905)</b>	<b>-50,9%</b>
<b>Jumlah Pendapatan</b> <b>Total Revenues</b>	<b>7.726.945</b>	<b>100,00%</b>	<b>8.385.122</b>	<b>100,00%</b>	<b>(658.177)</b>	<b>-7,8%</b>

**Kontribusi terhadap Pendapatan**  
 Contribution to Revenues


Perseroan berhasil membukukan pendapatan sebesar Rp7,7 triliun turun 7,8% dari Rp0,7 triliun pada 2020. Jasa Distribusi dan Logistik Energi mengalami penurunan pendapatan sebesar Rp0,6 triliun atau 13,2%, dan Jasa Hulu Migas mengalami penurunan 2,2% yaitu sebesar 0,1 triliun, sedangkan Jasa Penunjang Migas mengalami peningkatan sebesar Rp0,4 triliun atau 42,5%.

The company managed to book revenue of Rp7.7 trillion, down 7.8% from Rp0.7 trillion in 2020. Energy Distribution and Logistics Services experienced a decrease in revenue of Rp0.6 trillion or 13.2%, and Upstream Oil and Gas Services decreased by 2.2%. Amounting to 0.1 trillion, while the Oil and Gas Supporting Services experienced an increase of Rp0.4 trillion or 42.5%.

Revenue PT Elnusa Petrofin (EPN) Ytd Desember 2020 sebesar Rp3,78 triliun atau mengalami penurunan 13,2% dari tahun lalu. Penurunan tersebut terutama sebagai dampak Pandemic sehingga diberlakukannya Pembatasan Sosial Berskala Besar (PSBB) diseluruh wilayah dan menyebabkan konsumsi BBM masyarakat menurun.

Volume penjualan EPN di tahun 2020 rata-rata mengalami penurunan pada hampir semua unit bisnis, hal ini sebagai dampak Pandemic dan pemberlakuan pembatasan social berskala besar (PSBB) di semua lokasi sehingga konsumsi BBM nasional menurun. Seperti halnya Transportasi yang mengalami penurunan volume 10% dari tahun lalu serta Depo yang mengalami penurunan 6%. Penurunan volume Depo terutama berasal dari penurunan volume DPPU (Aviasi) sampai dengan minus 45% dari tahun lalu sebagai dampak dari penurunan aktifitas penerbangan, meskipun demikian pada tahun 2020 EPN juga menambah pengelolaan Depo VHS dan Franco.

Dari sisi trading, volume penjualan BBM Inmar di tahun 2020 masih dapat dipertahankan bahkan ada peningkatan dibandingkan tahun lalu. Hal ini merupakan salah satu strategi marketing yang diterapkan EPN dengan menawarkan harga jual yang kompetitif untuk meningkatkan volume penjualan di tengah Pandemic. Dengan peningkatan volume penjualan terbesar berasal dari area DKI Jakarta dan Jawa.

Jasa Hulu Migas dengan kontribusinya sebesar 48,6%, didukung sebagian besar dari Divisi Operasi GRS, OFS dan EPC-OM yang mencatatkan pendapatan sebesar IDR 3.760.934. Penurunan pendapatan sebesar -2,2% dari pencapaian di tahun 2019. Penurunan pendapatan di divisi OFS dan EPC-OM disebabkan terjadinya kondisi penurunan harga minyak akibat dampak dari pandemi banyak klien mengalami kerugian dikarenakan secara keekonomisan tidak menutupi biaya produksi sehingga beberapa project dihentikan pekerjaannya diantaranya pekerjaan drilling di Pertamina Hulu Sanga-Sanga, dan berkurangnya pekerjaan yang diperoleh akibat dari penundaan proyek di klien.

Pada Jasa Akuisisi dan Pemrosesan Data Seismik, Divisi GRS mencatatkan pendapatan lebih rendah 19% dari pencapaian tahun 2019. Terjadi penurunan signifikan pada Jasa akuisisi data seismik darat sebesar 67% dari tahun 2019 karena tidak terealisasinya prospek proyek yang telah direncanakan karena ditunda oleh klien

PT Elnusa Petrofin (EPN) Ytd's revenue in December 2020 Amounted to Rp3.78 trillion or decreased by 13.2% from last year. The decline was mainly due to the impact of the Pandemic which resulted in the imposition of Large-Scale Social Restrictions (PPSBB) in all regions and resulted in the decline in public fuel consumption.

EPN sales volume in 2020 on average decreased in almost all business units, this was as a result of the Pandemic and the imposition of large-scale social restrictions (PSBB) in all locations so that national fuel consumption decreased. For example, Transportation, which decreased in volume by 10% from last year and Depo, which experienced a decrease of 6%. The decrease in depot volume mainly came from a decrease in the volume of DPPU (Aviation) to minus 45% from last year as a result of decreased flight activities, however in 2020 EPN also added to the management of Depo VHS and Franco.

From the trading side, Inmar's fuel sales volume in 2020 can still be maintained, even there is an increase compared to last year. This is one of the marketing strategies implemented by EPN by offering competitive selling prices to increase sales volume in the midst of a Pandemic. With the largest increase in sales volume came from the DKI Jakarta and Java areas.

Upstream Oil and Gas Services, with a revenue contribution of 48.6%, was largely supported by the GRS, OFS and EPC-OM Operations Division which recorded revenues of Rp3,760,934. Decreased income by -2.2% from the achievement in 2019. Decreased income in the OFS and EPC-OM divisions was due to the decline in oil prices due to the impact of the pandemic, many clients suffered losses because economically they did not cover production costs so that several projects were terminated including drilling work. at Pertamina Hulu Sanga-Sanga, and the reduction in work gained as a result of project delays at the client.

In Seismic Data Acquisition and Processing Services, the GRS Division recorded revenues 19% lower than the 2019 achievement. There was a significant decrease in land seismic data acquisition services by 67% from 2019 due to unrealized prospects for projects that had been planned due to client delays in implementation. However, the decline in revenue in

pelaksanaannya. Namun penurunan pendapatan pada bisnis ini bisa ditutupi oleh proyek-proyek pada bisnis Jasa Akuisisi Data Seismik Marine dan TZ serta Pemrosesan Data Seismik.

Sementara itu pendapatan Jasa Penunjang mengalami peningkatan pendapatan sebesar 42,5% dibandingkan tahun 2019. Peningkatan pendapatan terutama berasal dari peningkatan pendapatan pada SCU adanya pekerjaan dibidang jasa Pengolahan Sistem Management Arsip, Alihmedia dan Pertambahan atau Pertumbuhan Dokumen, General Warehousing, untuk EFK dikarenakan adanya kenaikan atas project konstruksi dan maintenance, serta peningkatan utilisasi Barge dan ELSA REGENT di tahun 2020.

this business can be covered by projects in the Marine and TZ Seismic Data Acquisition and Seismic Data Processing businesses.

Meanwhile, Supporting Services revenue experienced an increase in revenue by 42.5% compared to 2019. The increase in income mainly came from an increase in income at SCU, where jobs were in the field of Archive Management System Processing services, Alihmedia and Document Addition or Growth, General Warehousing, for EFK due to an increase for construction and maintenance projects, as well as increased utilization of Barge and ELSA REGENT in 2020.

### Pendapatan sebelum Rekonsiliasi

#### Beban Pokok Pendapatan

(Dalam Jutaan Rupiah, Kecuali Dinyatakan Lain) (In million Rupiah, unless otherwise stated)	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Jasa Subkontraktor Subcontractor Services	1.798.095	1.503.044	295.051	19,6%
Gaji, Upah dan Kesejahteraan Karyawan Employee Salaries, Wages and Benefits	1.802.442	1.109.099	693.343	62,5%
Sewa Rent	544.748	1.063.238	(518.490)	-48,8%
Bahan Bakar Fuel	190.415	518.242	(327.827)	-63,3%
Penyusutan dan Amortisasi Depreciation and Amortization	723.183	426.174	297.009	69,7%
Bahan Pembantu yang Digunakan Auxiliary Materials Used	355.057	302.716	52.341	17,3%
Biaya Lainnya Other Costs	1.570.532	2.591.526	(1.020.994)	-39,4%
<b>Total Beban Pokok Pendapatan</b> Total Cost of Revenue	<b>6.984.472</b>	<b>7.514.039</b>	<b>(529.567)</b>	<b>-7,0%</b>

### Income before Reconciliation

#### Cost of Revenues

Beban pokok pendapatan 2020 turun 7,0% di banding tahun 2019 lebih rendah sejalan dengan penurunan revenue. Jasa sewa mengalami penurunan dikarenakan diimplementasikannya PSAK 73, sehingga beban sewa direklas menjadi beban depresiasi ROU. Menurunnya biaya bahan bakar seiring dengan menurunnya kegiatan operasional. Begitu juga dengan penurunan biaya lainnya.

2020 cost of revenue decreased by 7.0% compared to 2019, lower in line with the decrease in revenue. Rental services have decreased due to the implementation of PSAK 73, so that rental expenses are reclassified as ROU depreciation expense. Lower fuel costs coincide with lower operational activities. Likewise with other reduced costs.

Jasa Oil field dan Engineering Maintenance di Divisi OFS dan EPC-OM mengalami peningkatan

Oil field and Engineering Maintenance Services in the OFS and EPC-OM Divisions experienced an

pada beban pokok pendapatan sebesar 17%. dari tahun lalu. Hal ini terutama terjadi pada bisnis EPC-OM sebesar 39% dari tahun lalu, peningkatan dikarenakan banyaknya pekerjaan konstruksi yang dilakukan perusahaan sehingga membutuhkan support pada jasa subkontraktor dan material yang merupakan biaya utama dalam mendukung penyelesaian pekerjaan engineering, construction, operation dan maintenance agar dapat diselesaikan tepat pada waktunya.

Pada Jasa Akuisisi dan Pemrosesan Data Seismik, Divisi GRS mencatatkan peningkatan profitabilitas yang signifikan pada tahun 2020 dengan penurunan signifikan pada beban pokok pendapatan. Div. GRS mencatat persentase Beban Pokok Pendapatan tahun 2020 sebesar hanya 81% (after allocation) jika dibandingkan tahun 2019 sebesar 92,2%. Penurunan persentase beban pendapatan terhadap revenue ini disebabkan keberhasilan proyek SDT melakukan percepatan proyek SDT-X Ray dan OSES, begitu juga untuk proyek GDL-Sangatta Batu Utak yang berhasil membukukan produksi yang lebih tinggi dari target. Sementara itu proyek SDP full capacity sehingga membukukan profitabilitas lebih tinggi.

increase in cost of revenue by 17%. from last year. This especially occurred in the EPC-OM business by 39% from last year, an increase due to the large number of construction works carried out by the company so that it needed support for subcontractor and material services which were the main costs in supporting the completion of engineering, construction, operation and maintenance work so that it could be completed right on the time.

In Seismic Data Acquisition and Processing Services, the GRS Division recorded a significant increase in profitability in 2020 with a significant decrease in cost of revenue. Div. GRS recorded that the percentage of Cost of Income in 2020 was only 81% (after allocation) when compared to 2019 which was 92.2%. The decrease in the percentage of revenue burden to revenue was due to the success of the SDT project in accelerating the SDT-X Ray and OSES projects, as well as for the GDL-Sangatta Batu Utak project which managed to record a production that was higher than the target. Meanwhile, the SDP full capacity project recorded higher profitability.

## Laba Bruto

## Gross Profit

(Dalam Jutaan Rupiah, Kecuali Dinyatakan Lain) (In million Rupiah, unless otherwise stated)	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Jasa Distribusi dan Logistik Energi Energy Distribution and Logistics	377.663	454.490	(76.827)	-17%
Jasa Hulu Migas Terintegrasi Services Integrated Upstream	166.597	268.535	(101.938)	-38%
Jasa Penunjang Migas Oil and Gas Support Services	203.044	168.266	34.778	21%
Rekonsiliasi Reconciliation	(4.831)	(20.206)	15.375	68%
<b>Total Laba Bruto</b> Total Gross Profit	<b>742.473</b>	<b>871.085</b>	<b>(128.612)</b>	<b>-15%</b>

Dari kegiatan operasionalnya, Perseroan mencatat laba bruto sebesar Rp742,4 miliar di tahun 2020 atau mengalami penurunan sebesar 15% dibandingkan dengan tahun 2019 atas sebesar Rp128,6 miliar. Segmen Jasa Hulu Migas mengalami penurunan sebesar Rp102 miliar, hal tersebut karena adanya penurunan di divisi OFS dan GRS di tahun 2020. Laba bruto dari segmen Jasa Distribusi dan Logistik Energi juga mengalami penurunan sebesar 17% dikarenakan penurunan produktivitas pada pekerjaan Transportasi dan pengelolaan Depo. Sedangkan untuk Segmen Jasa Penunjang Migas mengalami kenaikan sebesar 21% atau sebesar Rp34,7 miliar di topang dari peningkatan produktivitas atas operasional yang ada di SCU, PND, EFK dan ETSA.

From its operational activities, the Company recorded a gross profit of Rp742.4 billion in 2020 or decreased by 15% compared to 2019 of Rp128.6 billion. The Upstream Oil and Gas Services segment decreased by Rp102 billion, this is due to a decline in the POMS and GRS divisions in 2020. Gross profit from the Energy Distribution and Logistics Services segment also decreased by 17% due to decreased productivity in Transportation and Depot management jobs. Meanwhile, the Oil and Gas Supporting Services Segment experienced an increase of 21% or Rp34.7 billion, supported by increased productivity over existing operations at SCU, PND, EFK and ETSA.

**Beban Usaha**
**Operating Expenses**

(Dalam Jutaan Rupiah, Kecuali Dinyatakan Lain) (In million Rupiah, unless otherwise stated)	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Beban Penjualan Selling Expenses	2.744	4.180	(1.436)	-34%
Beban Umum dan Administrasi General and Administrative Expenses	302.482	333.221	(30.739)	-9%
Total Beban Usaha Total Operating Expenses	305.226	337.401	(32.175)	10%
% Beban Usaha terhadap Penjualan % of Operating Expenses to Sales	3,95%	4,02%	-0,07%	-1,74%

Beban usaha terdiri dari dua komponen utama, yaitu beban penjualan, dan beban umum serta beban administrasi. Secara nominal, beban usaha konsolidasi mengalami penurunan 10% seiring dengan penurunan pendapatan sebesar 7,8%. Penurunan beban usaha 2020 ini disebabkan kondisi usaha yang disebabkan oleh pandemi Covid-19.

Operating expenses consist of two main components, namely selling expenses, general expenses and administrative expenses. In nominal terms, consolidated operating expenses decreased by 10% in line with decreased revenues by 7.8%. The decrease in 2020 operating expenses was due to business conditions caused by the Covid-19 pandemic.

**Laba sebelum Beban Bunga, Pajak, Depresiasi dan Amortisasi (EBITDA)**
**Profit before Interest Expenses, Taxes, Depreciation and Amortization (EBITDA)**

(Dalam Jutaan Rupiah, Kecuali Dinyatakan Lain) (In million Rupiah, unless otherwise stated)	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Laba Operasional Operational Profit	437.247	533.681	(96.434)	-18,1%
Beban Depresiasi Depreciation Expense	727.262	432.382	294.880	68,2%
EBITDA	1.164.509	966.063	198.446	20,5%
Persentase Depresiasi terhadap EBITDA Depreciation Percentage to EBITDA	62,5%	44,8%	17,7%	0,4%
Persentase Laba Operasional terhadap Pendapatan Percentage of Operating Profit to Income	5,7%	6,4%	-0,7%	0,1%
Persentase EBITDA terhadap Pendapatan Percentage of EBITDA to Income	15,1%	11,5%	3,6%	0,3%

EBITDA Perseroan naik sebesar 20,5% dari tahun 2019, berbanding lurus dengan margin EBITDA terhadap pendapatan naik dari 11,5% menjadi 15,1% pada tahun 2020. Disisi lain beban depresiasi mengalami kenaikan 68,2% sejalan dengan persentase beban depresiasi terhadap EBITDA naik sebesar 17,7% pada tahun 2020. Penurunan laba operasi dipicu dengan adanya pandemi Covid-19, sehingga mengakibatkan menurunnya pendapatan perusahaan.

The Company's EBITDA increased by 20.5% from 2019, which is directly proportional to the EBITDA margin on revenue increasing from 11.5% to 15.1% in 2020. On the other hand, depreciation expense has increased by 68.2% in line with the percentage of depreciation expense on EBITDA will increase by 17.7% in 2020. The decline in operating profit was triggered by the Covid-19 pandemic, which resulted in a decline in company revenues.

## Pendapatan (Beban) Lain-Lain

## Other Income (Expenses)

(Dalam Jutaan Rupiah, Kecuali Dinyatakan Lain) (In million Rupiah, unless otherwise stated)	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Laba (Rugi) Penjualan Aset Tetap Profit (Loss) on Sale of Fixed Assets	(1.521)	917	(604)	-65,9%
Penghasilan Bunga Interest Income	29.482	17.093	12.389	72,5%
Beban Bunga Interest Expense	(132.199)	(40.490)	(91.709)	226,5%
Laba (Rugi) Selisih Kurs Profit (Loss) on Foreign Exchange	583	(16.874)	17.457	103,5%
Klaim Asuransi Insurance Claim	28.871	-	28.871	100%
Lain-Lain Netto Others Net	18.546	253	18.293	7200%
Jumlah Pendapatan (Beban) Lain-Lain Total Other Income (Expenses)	(56.238)	(39.102)	(17.136)	43,8%
Pendapatan (Beban) Lain-Lain Terhadap Laba Bersih Other Income (Expenses) to Net Income	-22,58%	-10,97%	11,61%	1,1%

Pendapatan lain-lain tahun 2020 secara kumulatif masih mengalami kerugian sebesar Rp56,2 miliar, lebih besar dibandingkan dengan tahun 2019. Komponen terbesar dari biaya tersebut didominasi dari beban bunga dan laba (rugi) penjualan aset tetap.

Other income in 2020, cumulatively, still experienced a loss of Rp56.2 billion, greater than that in 2019. The largest component of this cost was dominated by interest expenses and profit (loss) from sales of fixed assets.

## Laba Bersih dan Marjin Laba Bersih

## Net Profit and Net Profit Margin

(Dalam Jutaan Rupiah, Kecuali Dinyatakan Lain) (In million Rupiah, unless otherwise stated)	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Jasa Distribusi dan Logistik Energi Energy Distribution and Logistics	222.048	271.345	(49.297)	-18,2%
Jasa Hulu Migas Terintegrasi Services Integrated Upstream	(82.230)	4.310	(86.540)	-2.007,9%
Jasa Penunjang Migas Oil and Gas Services	114.274	92.112	22.162	24,1%
Rekonsiliasi Reconciliation	(5.007)	(11.283)	6.276	-55,6%
Jumlah Laba Bersih Tahun Berjalan Total Net Profit for the Year	249.085	356.484	(107.399)	-30,1%
Net Profit Margin Net Profit Margin	3,2%	4,3%	-1,1%	0,3%

Laba bersih Perseroan mengalami penurunan sebesar 30 % dari Rp356,4 miliar pada tahun 2019 menjadi Rp249 miliar pada tahun 2020. Pertumbuhan laba bersih ini terkait dengan penurunan pendapatan sebesar 7,8% . Penurunan laba bersih terutama berasal dari segmen Jasa Logistik dan Distribusi Energi sebesar Rp49,2 miliar atau turun 18,2% dari tahun 2019, Jasa hulu migas terintegrasi turun signifikan sebesar Rp86,5 miliar. Sementara itu Jasa Penunjang Migas mengalami pertumbuhan Rp22,1 miliar atau naik 24,1% dari tahun 2019.

The Company's net profit decreased by 30% from Rp356.4 billion in 2019 to Rp249 billion in 2020. This growth in net profit was related to a decrease in revenue of 7.8%. The decrease in net profit mainly came from the Energy Logistics and Distribution Services segment of Rp49.2 billion or 18.2% decrease from 2019, the integrated upstream oil and gas services decreased significantly by Rp86.5 billion. Meanwhile, Oil and Gas Support Services experienced a growth of Rp22.1 billion, an increase of 24.1% from 2019.

**ARUS KAS KONSOLIDASIAN**
**CONSOLIDATED CASH FLOW**

**SALDO KAS DAN SETARA KAS DI AKHIR TAHUN 2020 TERCATAT SEBESAR RP1,2 TRILIUN, MENGALAMI KENAIKAN 44% DIBANDINGKAN TAHUN 2019 YANG SEBESAR RP856 MILIAR ADANYA KENAIKAN SALDO KAS DAN SETARA KAS PERUSAHAAN TERUTAMA DARI AKTIVITAS OPERASI, DAN PENURUNAN DI AKTIVITAS INVESTASI.**

CASH AND CASH EQUIVALENTS AT THE END OF 2020 WERE RECORDED AT RP1.2 TRILLION, AN INCREASE OF 44% COMPARED TO 2019 WHICH AMOUNTED TO RP856 BILLION. THERE WAS AN INCREASE IN THE COMPANY'S CASH AND CASH EQUIVALENTS, ESPECIALLY FROM OPERATING ACTIVITIES, AND A DECREASE IN INVESTING ACTIVITIES.

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Kas neto yang diperoleh dari aktivitas operasi Net cash provided by operating activities	943.928	575.797	368.131	64%
Kas neto yang digunakan untuk dari aktivitas investasi Net cash used in investing activities	(483.159)	(671.113)	187.954	-28%
Kas neto yang digunakan untuk aktivitas pendanaan Net cash used in financing activities	(86.746)	239.286	-326.032	-136%
Dampak perubahan selisih kurs terhadap dan setara kas The impact of changes in foreign exchange differences against and cash equivalents	1.722	(7.305)	9.027	-124%
Kenaikan (Penurunan) neto kas dan setara kas Increase (decrease) in cash and cash equivalents	374.024	143.970	230.054	160%
Kas dan setara kas pada awal tahun Cash and cash equivalents at the beginning of the year	856.122	719.457	136.664	19%
Kas dan setara kas pada akhir tahun Cash and cash equivalents at year end	1.231.867	856.122	375.745	44%



Posisi kas dan setara kas pada akhir tahun 2020 mengalami kenaikan sebesar 44% dari tahun 2019 sebesar Rp856,1 miliar menjadi Rp1,231 triliun di tahun 2020. Kenaikan kas dan setara kas ini terutama karena kenaikan kas dari aktivitas operasi sebesar Rp368 miliar. Sementara itu arus kas untuk aktivitas investasi mengalami penurunan sebesar 28% dari tahun 2019 sebesar Rp671 miliar menjadi Rp483 miliar di tahun 2019, karena di era pandemi mengakibatkan penurunan produktivitas perusahaan yang mendorong penurunan daya beli investasi, dan perseroan lebih selektif dalam pemilihan realisasi investasi yang mempertimbangan kepastian tata waktu pelaksanaan pekerjaan dan market di aktivitas hulu migas.

The position of cash and cash equivalents at the end of 2020 increased by 44% from 2019 Amounting to Rp856.1 billion to Rp1.231 trillion in 2020. The increase in cash and cash equivalents was mainly due to an increase in cash from operating activities of Rp368 billion. Meanwhile cash flow for investing activities decreased by 28% from 2019 Amounting to Rp671 billion to Rp483 billion in 2019, because in the pandemic era it resulted in a decrease in company productivity which led to a decrease in investment purchasing power, and the company was more selective in choosing investment realization which took into account certainty of the time frame for the implementation of work and the market in upstream oil and gas activities.

### Arus Kas dari Aktivitas Operasi

### Cash Flow from Operating Activities

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Penerimaan Kas dari Pelanggan Cash Receipts from Customers	7.839.169	8.010.747	(171.578)	-2%
Pembayaran Kas kepada Pemasok, Kontraktor dan Karyawan Cash Payments to Suppliers, Contractors and Employees	(7.020.863)	(7.687.671)	666.808	-9%
Penerimaan Penghasilan Bunga Interest Income Receipt	29.373	16.486	12.887	78%
Pembayaran Beban Keuangan Interest Income Receipt	(84.980)	(60.016)	(24.965)	42%
Penerimaan Restitusi Pajak Receipt of Tax Refunds	427.230	525.037	(97.807)	-19%
Pembayaran Pajak Payment of Taxes	(256.675)	(234.300)	(22.375)	10%
Penerimaan atas Aktivitas Operasi Lainnya – Bersih Revenue from Other Operating Activities - Net	10.675	5.513	5.161	94%
Kas Neto Diperoleh dari (Digunakan untuk) Aktivitas Operasi Net Cash Provided From (Used in) Operating Activities	943.928	575.797	368.131	64%

Kas bersih yang diperoleh dari kegiatan operasi mengalami kenaikan 64% dari Rp575,7 miliar di tahun 2019 menjadi Rp943,9 miliar pada 2020. Peningkatan ini terutama disebabkan oleh penurunan pada pembayaran kas kepada pemasok sebesar 9% dari Rp7,6 triliun di tahun 2019 menjadi Rp7 triliun di tahun 2020 seiring dengan penurunan biaya. Dan juga Penurunan penerimaan kas pelanggan 2% dari Rp8 triliun di tahun 2019 menjadi Rp7,8 triliun di tahun 2020 seiring penurunan pendapatan usaha.

Net cash obtained from operating activities increased by 64% from Rp575.7 billion in 2019 to Rp943.9 billion in 2020. This increase was mainly due to a decrease in cash payments to suppliers by 9% from Rp7.6 trillion in 2019 to Rp7 trillion in 2020 along with lower costs. And also a 2% decrease in customer cash receipts from Rp8 trillion in 2019 to Rp7.8 trillion in 2020 in line with the decline in operating revenues.

**Arus Kas dari Aktivitas Investasi**
**Cash Flow from Investing Activities**

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Penerimaan dari Penjualan Aset Tetap Proceeds from Sales of Fixed Assets	3.730	3.305	425	13%
Pembelian Aset Tetap Purchase of Fixed Assets	(440.804)	(649.788)	208.985	-32%
Pembelian Aset Tak Berwujud Purchase of Intangible Assets	(3.539)	(2.269)	(1.270)	56%
Pembelian Barang Konsumsi Tahan Lama Purchase of Durable Consumer Goods	(43.061)	(29.611)	(13.450)	45%
Penerimaan Dividen Kas dari Perusahaan Asosiasi Receipt of Cash Dividends from Associated	-	1.500	(1.500)	-100%
Penambahan Investasi di Entitas Anak Additional Investment in Subsidiaries	-	-	-	-
Penerimaan (Penempatan) Aktivitas Investasi Lainnya Receipt (Placement) of Other Investment Activities	514	5.750	(5.236)	-91%
Kas Neto Diperoleh dari (Digunakan untuk) Aktivitas Investasi Net Cash Provided From (Used in) Investing Activities	(483.159)	(671.113)	187.954	-28%

Arus kas bersih yang digunakan untuk aktivitas investasi mengalami penurunan 28% dari Rp671,1 miliar di tahun 2019 menjadi Rp483,1 miliar pada 2020. Pengeluaran untuk pembelian aset tetap mengalami penurunan sebesar 32% dari tahun 2019. Hal ini disebabkan karena adanya realisasi investasi yang selektif dengan mempertimbangan kepastian tata waktu pelaksanaan pekerjaan dan market di aktivitas hulu migas.

Pembelian aset terbesar perseroan di sektor hilir yaitu pembuatan mobil tangki, dan pembuatan beberapa depo sebesar Rp153 miliar, dan di sektor hulu yaitu investasi untuk OFS terdiri dari Pembelian Hydraulic Workover – EHR14 sebesar Rp115 miliar, investasi lainnya sebesar Rp85 miliar, dan investasi untuk GRS terdiri dari Streamer 2D untuk GRS sebesar Rp37 miliar. Investasi lainnya sebesar Rp19 miliar.

Net cash flow used in investing activities decreased 28% from Rp671.1 billion in 2019 to Rp483.1 billion in 2020. Expenditures for the purchase of fixed assets decreased by 32% from 2019. This was due to investment realization that was selective by considering the certainty of timeframe for the implementation of work and the market in upstream oil and gas activities.

The company's largest purchase of assets in the downstream sector is the manufacture of tanka cars, and the construction of several depots Amounting to Rp153 billion, and in the upstream sector, the investment for POMS consists of Purchasing Hydraulic Workover - EHR14 of Rp115 billion, other investments of Rp85 billion, and investment for GRS consists of from Streamer 2D for GRS of Rp37 billion. other investment of Rp19 billion

## Arus Kas dari Aktivitas Pendanaan

## Cash Flow from Financing Activities

Uraian Description	2020 Jumlah (Rp-juta) Amount (Rp-million)	2019 Jumlah (Rp-juta) Amount (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Selisih (Rp-juta) Difference (Rp-million)	Persentase Percentage (%)
Penerimaan Pinjaman Bank Receipt of Bank Loans	882.756	2.196.382	(1.313.625)	-60%
Pembayaran Pinjaman Bank Bank Loan Payments	(1.290.569)	(1.869.410)	578.841	-31%
Pembayaran Dividen Kas Cash Dividend	(89.122)	(69.080)	(20.042)	29%
Penerimaan dari Penerbitan Sukuk Proceeds from the Issuance of Sukuk	698.902	-		
Pembayaran Kupon Sukuk Sukuk Coupon Payment	(15.750)	-		
Penarikan Kas yang Dibatasi Penggunaannya – Neto Restricted Cash Withdrawals - Net	(272.964)	(18.606)	(254.357)	1367%
Kas Neto Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan Net Cash Provided From (Used in) Financing Activities	(86.746)	239.286	(326.032)	-136%

Arus kas bersih dari aktivitas pendanaan mengalami penurunan 136 % dari Rp239,2 miliar di tahun 2019 menjadi (Rp86,7 miliar) pada 2020. Pada tahun 2020 strategi pendanaan Perseroan fokus strategi pembiayaan dengan menggunakan pinjaman jangka panjang. Oleh karena itu, Perseroan terus melakukan strategi pendanaan yang lebih efektif dan efisien dari segi biaya dengan mengkombinasikan lebih besar pinjaman jangka panjang dan jangka pendek.

Pada tahun 2020 terjadi penurunan pinjaman bank sebesar 60% dari Rp2,19 triliun pada tahun 2019 menjadi Rp882 Miliar pada tahun 2020 strategi perseroan untuk menurunkan pinjaman bank, yang dialihkan dengan melakukan penerbitan surat berharga syariah (sukuk).

Seiringan dengan kebutuhan Perseroan atas pembiayaan modal kerja dan pembiayaan investasi jangka panjang maka perseroan penerbitan sukuk ijarah sebesar Rp700 Miliar yang dipotong biaya penerbitan sukuk tersebut menjadi Rp698 Miliar. Pembayaran kupon sukuk ijarah pertama sudah terealisasi sebesar Rp15 Miliar.

Selain itu Pada tahun 2020, sesuai dengan keputusan Rapat Umum Pemegang Saham Tahun Buku 2019, Perusahaan mendistribusikan sebesar 25% dari total laba tahun berjalan setelah pajak tahun buku 2018 atau setara dengan Rp89 miliar untuk pembayaran dividen bagi pemegang saham.

Net cash flow from financing activities decreased by 136% from Rp239.2 billion in 2019 to (Rp86.7 billion) in 2020. In 2020, the Company's funding strategy will focus on financing strategies using long-term loans. Therefore, the Company continues to implement a funding strategy that is more effective and cost efficient by combining larger long-term and short-term loans.

In 2020, there was a decrease in bank loans by 60% from Rp2.19 trillion in 2019 to Rp882 billion. In 2020, the company's strategy is to reduce bank loans, which are diverted by issuing Islamic securities (sukuk).

In line with the Company's needs for working capital financing and long-term investment financing, the company issued a sukuk ijarah Amounting to Rp700 billion, which was deducted from the cost of issuing the sukuk to Rp698 billion. The payment for the first sukuk ijarah coupon has been realized in the Amount of Rp15 billion.

Also, in 2020, in accordance with the resolutions of the General Meeting of Shareholders for the Financial Year 2019, the Company will distribute 25% of the total profit for the current year after tax for the 2018 financial year or the equivalent of Rp89 billion for dividend payments for shareholders.

## KINERJA RASIO KEUANGAN, KOLEKTIBILITAS PIUTANG DAN KEMAMPUAN MEMBAYAR HUTANG

FINANCIAL RATIOS PERFORMANCE, RECEIVABLE COLLECTIBILITY AND ABILITY TO PAY DEBT

Uraian Description	Satuan Unit	2020	2019	Kenaikan (Penurunan) Increase (Decrease)	
				Selisih Difference	Persentase Percentage (%)
<b>Rasio Profitabilitas</b> Profitability Ratio					
Marjin Laba Bruto Gross Profit Margin	%	9,53%	10,39%	-0,86%	-8,3%
Marjin Laba Operasi Operating Profit Margin	%	5,66%	6,36%	-0,71%	-11,1%
Marjin Laba Bersih Net Profit Margin	%	3,22%	4,25%	-1,03%	-24,2%
Rasio Laba Bersih terhadap Aset Net Profit to Assets Ratio	%	3,29%	5,24%	-1,95%	-37,1%
Rasio Laba Bersih terhadap Ekuitas Net Profit to Equity Ratio	%	6,66%	9,97%	-3,31%	-33,2%
<b>Rasio Likuiditas</b> Liquidity Ratio					
Rasio Kas Cash Ratio	kali time	0,48	0,34	0,14	39,7%
Rasio Lancar Current Ratio	kali time	1,63	1,48	0,16	10,5%
<b>Rasio Solvabilitas</b> Solvency Ratio					
Rasio Liabilitas terhadap Ekuitas Liabilities to Equity Ratio	kali time	1,02	0,90	0,12	12%
Rasio Liabilitas terhadap Aset Liabilities to Assets Ratio	kali time	0,23	0,17	0,07	40,0%
Debt Services Coverage Ratio Debt Services Coverage Ratio	kali time	2,68	6,16	(3,48)	-130%
<b>Kolektibilitas Piutang</b> Accounts Receivable Collectability					
Periode Rata-Rata Tertagihnya Piutang Usaha Period of Average Accounts Receivable Receivables	hari day	101,6	91,0	10,63	11,7%
<b>Perputaran Persediaan</b> Inventory Turnover					
Periode Rata-Rata Perputaran Persediaan Period of Average Inventory Turnover	hari day	12,9	9,28	3,64	39,2%
<b>Perputaran Asset</b> Asset Turnover					
Periode Rata-Rata Perputaran Asset Period of Average Asset Turnover	hari day	105,1	126,8	(21,76)	-17,2%

Kinerja Perseroan berdasarkan Marjin profitabilitas untuk mengukur kemampuan Perseroan dalam menghasilkan laba menunjukkan penurunan baik secara nominal maupun marjin profitabilitas, hal ini disebabkan dari penurunan produktivitas pada operasi non asset based di segmen jasa hulu migas, dan juga penurunan produksi atau volume penjualan di segmen distribusi dan logistik.

Rasio likuiditas berdasarkan data rasio kas menunjukkan peningkatan, hal ini mendorong adanya peningkatan kas dan setara kas dengan melakukan perbaikan di sisi pendanaan serta penerapan selektif dalam pemilihan realisasi investasi yang didasari dari kepastian market dan tata waktu pelaksanaan pekerjaan.

Rasio Solvabilitas menunjukkan peningkatan hutang jangka panjang dengan adanya realisasi atas penerbitan sukuk ijarah yang digunakan pembiayaan modal kerja dan pembiayaan investasi jangka panjang. Di mana rasio tersebut masih di bawah batas toleransi atau maksimal yang disyaratkan oleh pihak bank.

The Company's performance based on the profitability margin to measure the Company's ability to generate profits shows a decrease in both nominal and profitability margins, this is due to decreased productivity in non-asset based operations in the upstream oil and gas services segment, as well as decreased production or sales volume in the distribution segment and logistic.

Liquidity ratios based on cash ratio data show an increase, this encourages an increase in cash and cash equivalents by making improvements on the funding side as well as selective application in the selection of investment realization based on market certainty and the timing of work implementation.

The solvency ratio shows an increase in long-term debt with the realization of the issuance of sukuk ijarah which is used for working capital financing and long-term investment financing. Where the ratio is still below the tolerance limit or the maximum required by the bank.

## STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

### CAPITAL STRUCTURE AND MANAGEMENT POLICY ON CAPITAL STRUCTURE

#### STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

#### CAPITAL STRUCTURE AND MANAGEMENT POLICY ON CAPITAL STRUCTURE

##### STRUKTUR MODAL PERUSAHAAN

##### COMPANY CAPITAL STRUCTURE

##### Struktur Modal dan Perubahannya

##### Capital Structure and Its Changes

Struktur Modal Capital Structure	2020		2019		Kenaikan (Penurunan) Increase (Decrease)	
	Jumlah (Rp-juta) (Rp-million)	Kontribusi Contribution (%)	Jumlah (Rp-juta) (Rp-million)	Kontribusi Contribution (%)	Selisih Difference	Persentase Percentage (%)
Total Liabilitas Total Liabilities	3.821.876	50,54%	3.228.339	47,44%	593.537,00	18,4%
Liabilitas Jangka Pendek Short-term Liabilities	2.573.467	34,03%	2.504.335	36,80%	69.132,00	2,8%
Liabilitas Jangka Panjang Long-term Liabilities	1.248.409	16,51%	724.004	10,64%	524.405,00	72,4%
Total Ekuitas Total Equity	3.740.946	49,46%	3.576.698	52,56%	164.247,50	4,6%
Ekuitas yang dapat diatribusikan kepada Pemilik Entitas Induk Equity Attributable to Owners of the Parent Entity	3.739.438	49,45%	3.575.038	52,54%	164.400	4,6%
Ekuitas yang dapat diatribusikan kepada Kepentingan Non- Pengendali Equity Attributable to Non-Controlling Interests	1.508	0,02%	1.660	0,02%	(152,00)	-9,2%
<b>Jumlah Liabilitas dan Ekuitas</b> Total Liabilities and Equity	<b>7.562.822</b>	<b>100,00%</b>	<b>6.805.037</b>	<b>100,00%</b>	<b>757.785</b>	<b>11,1%</b>

Perseroan mengelola permodalan untuk melindungi kemampuannya dalam mempertahankan kelangsungan usaha melalui struktur permodalan yang optimal dengan mengurangi biaya modal. Modal terdiri dari sejumlah komponen ekuitas yang merupakan pertimbangan antara penggunaan modal sendiri dengan pinjaman atau hutang perseroan.

The Company manages capital to protect its ability to maintain business continuity through an optimal capital structure by reducing capital costs. Capital consists of a number of equity components which are the consideration between the use of own capital and company loans or debt.

Struktur modal Perseroan lebih didominasi oleh modal sendiri dibandingkan dengan liabilitas dengan. Rasio interest bearing debt to equity dihitung terhadap total seluruh utang (pinjaman bank) terhadap total ekuitas, sementara itu rasio interest bearing debt to EBITDA dihitung terhadap total EBITDA. Rasio liabilitas terhadap ekuitas dihitung berdasarkan total liabilitas dibandingkan

The capital structure of the Company is more dominated by equity compared to liabilities with. The interest bearing debt to equity ratio is calculated to total total debt (bank loans) to total equity, while the interest bearing debt to EBITDA ratio is calculated to total EBITDA. Liabilities to equity ratio is calculated based on total liabilities compared to net equity. The debt repayment ratio is calculated

dengan ekuitas neto. Rasio pengembalian utang dihitung berdasarkan laba sebelum pajak, bunga, penyusutan dan amortisasi dikurangi dividen terhadap pembayaran pokok pinjaman dan bunga, namun tidak termasuk pelunasan yang dipercepat.

### **Kebijakan Manajemen atas Struktur Modal Perusahaan**

Pengelolaan modal dimaksudkan untuk mempertahankan kelangsungan usaha dan memberikan imbal hasil usaha yang maksimal kepada para pemangku kepentingan dengan menjaga struktur modal yang optimal yang meliputi utang dan ekuitas untuk mengurangi biaya modal.

Perseroan memiliki kebijakan untuk mempertahankan basis modal yang kuat sebagai dasar pemilihan kebijakan manajemen atas struktur modal dengan mempertimbangkan kondisi bisnis, tingkat pengembalian modal serta dividen yang dibagikan. Perseroan memonitor permodalan berdasarkan rasio jumlah liabilitas terhadap ekuitas pada kisaran 70% : 30%.

Kebijakan struktur modal Perseroan juga mengikuti rasio yang disyaratkan oleh kreditor. Kondisi industri migas juga menjadi pertimbangan Perseroan dalam menentukan kebijakan struktur modalnya. Kondisi industri migas yang sedang anjlok membuat manajemen lebih mengutamakan permodalan Perseroan menggunakan ekuitas walaupun secara rasio keuangan Perseroan masih sangat baik dalam posisi net cash. Penggunaan ekuitas ini sebagai merupakan strategi Perseroan untuk mengurangi beban keuangan dan memanfaatkan likuiditas Perseroan.

Grup disyaratkan oleh Undang-Undang No.40 tahun 2007 tentang Perseroan Terbatas untuk mengalokasikan dana cadangan yang tidak boleh didistribusikan sampai dengan 20% dari modal saham ditempatkan dan disetor penuh. Persyaratan permodalan eksternal tersebut dipertimbangkan oleh Perseroan dalam Rapat Umum Pemegang Saham. Perseroan dan anak perusahaan dipersyaratkan untuk memelihara tingkat permodalan tertentu oleh perjanjian pinjaman bank. Perseroan juga memiliki kebijakan dan strategi untuk mempertahankan rasio utang terhadap ekuitas maksimal sebesar 3 kali dan rasio pengembalian utang minimal sebesar 1,1 kali.

based on profit before tax, interest, depreciation and amortization less dividends against principal and interest payments, but does not include early repayments.

### **Management Policy on Company Capital Structure**

Capital management is intended to maintain business continuity and provide maximum returns to stakeholders by maintaining an optimal capital structure that includes debt and equity to reduce the cost of capital.

The Company has a policy to maintain a strong capital base as the basis for selecting management policies on capital structure by taking into account business conditions, rates of return on capital and dividends distributed. The Company monitors capital based on the ratio of total liabilities to equity in the range of 70% : 30%.

The Company's capital structure policy also follows the ratio required by creditors. The condition of the oil and gas industry is also a consideration for the Company in determining its capital structure policy. The declining condition of the oil and gas industry has made management prioritize the Company's capital using equity, even though in terms of financial ratios the Company is still very good in a net cash position. The use of equity is the Company's strategy to reduce financial burdens and take advantage of the Company's liquidity.

The Group is required by Law No.40 of 2007 regarding Limited Liability Companies to allocate reserve funds that may not be distributed up to 20% of the issued and fully paid share capital. The external capital requirements are considered by the Company at the General Meeting of Shareholders. The Company and its subsidiaries are required to maintain a certain level of capital by bank loan agreements. The company also has policies and strategies to maintain a maximum debt to equity ratio of 3 times and a debt repayment ratio of at least 1.1 times.



## IKATAN YANG MATERIAL UNTUK INVESTASI BARANG MODAL

### MATERIAL COMMITMENTS FOR INVESTMENT OF CAPITAL GOODS

Selama tahun 2020 Perseroan mempunyai ikatan material untuk investasi barang modal dalam rangka pendanaan barang modal yang diperlukan untuk investasi peralatan operasi. Perseroan melakukan perjanjian perikatan pembiayaan terkait investasi barang modal dengan para kreditur berikut : PT Bank ICBC Indonesia, PT Bank UOB Indonesia, PT Bank Danamon Indonesia Tbk dan PT Bank BTPN Tbk yang memberikan fasilitas Pinjaman Sindikasi kepada Perseroan.

During 2020 the Company has material commitments to invest in capital goods in the context of funding capital goods required for investment in operating equipment. The Company entered into a financing agreement related to investment in capital goods with the following creditors: PT Bank ICBC Indonesia, PT Bank UOB Indonesia, PT Bank Danamon Indonesia Tbk and PT Bank BTPN Tbk which provided Syndicated Loan facilities to the Company.



## REALISASI INVESTASI BARANG MODAL

### INVESTMENT REALIZATION OF CAPITAL GOODS

Investasi Barang Modal Capital Goods Investment	Nilai 2020 (Rp-juta) 2020 Value (Rp-million)	Nilai 2019 (Rp-juta) 2019 Value (Rp-million)	Kenaikan (Penurunan) Increase (Decrease) (%)
Upstream	256.135	220.175	16%
Oilfield Services (OFS)	200.140	153.622	30%
Geoscience & Reservoir Services (GRS)	55.995	66.553	-16%
Distribution & Logistics	153.163	436.991	-65%
PT Elnusa Petrofin (EPN)	153.163	436.991	-65%
Support	78.051	30.851	153%
PT Patra Nusa Data (PND)	1.598	5.036	-68%
PT Sigma Cipta Utama (SCU)	29.870	4.673	539%
PT Elnusa Trans Samudera (ETSA)	45.981	20.929	120%
PT Elnusa Fabrikasi Konstruksi (EFK)	602	212	184%
Shared Services	13.120	17.191	-24%
Konsolidasi Consolidation	500.469	705.208	-29%

Pada tahun 2020, pengeluaran Perseroan untuk investasi barang modal sebesar Rp500,4 Miliar. Realisasi investasi ini turun sebesar 29% dibandingkan tahun lalu sebesar Rp705,2 miliar. Pembelian barang modal selama tahun 2020 ini, sebesar 58% digunakan untuk pengembangan bisnis Perseroan, 42% digunakan untuk investasi yang bersifat rutin guna mempertahankan kapasitas produksi, mengganti peralatan yang sudah tidak produktif atau telah habis masa ekonomisnya dan sisanya digunakan untuk pembenahan fasilitas gedung kantor.

Pembelian barang modal untuk pengembangan bisnis Perseroan selama tahun 2020 sebagian besar digunakan untuk pengembangan bisnis hilir yakni transportasi Mobil tangki dan pengelolaan Depo, Penambahan kapasitas peralatan Hydraulic Workover unit, Mudlogging dan Welltesting. Untuk mempertahankan kapasitas produksi, yakni penggantian peralatan seismic, perbaikan seismic vessel dan kelengkapan alat Hydraulic Workover Unit.

Selain untuk pengembangan bisnis Perseroan, investasi barang modal juga digunakan untuk revitalisasi dan penggantian peralatan yang sudah tidak produktif atau telah habis masa ekonomisnya terutama pada Divisi OFS, GRS dan di bisnis hilir transportasi guna memenuhi kebutuhan pada beberapa proyek besar yang dikerjakan selama tahun 2020.

In 2020, the Company's expenditure for capital goods investment is Rp500.4 billion. The investment realization decreased by 29% compared to last year's Rp705.2 billion. The purchase of capital goods during 2020, 58% is used for the development of the Company's business, 42% is used for routine investments to maintain production capacity, replacing equipment that is no longer productive or has run out of economic life and the remainder is used for upgrading office building facilities.

The purchase of capital goods for the development of the Company's business during 2020 was mostly used for downstream business development, namely the transportation of tank cars and depot management, additional capacity of equipment for the Hydraulic Workover unit, Mudlogging and Welltesting. To maintain production capacity, namely replacement of seismic equipment, repair of seismic vessels and equipment for the Hydraulic Workover Unit.

Besides, to developing the Company's business, investment in capital goods is also used for revitalization and replacement of equipment that is no longer productive or has run out of economic life, especially in the OFS, GRS Division and in the downstream transportation business to meet the needs of several large projects undertaken during 2020.



Beberapa investasi barang modal dengan nilai signifikan yang dilakukan Perseroan di tahun 2020 antara lain:

Some of the capital goods investments with significant value carried out by the Company in 2020 include:

Investasi Barang Modal Capital Goods Investment	Tujuan Destination	Nilai Investasi (Rp-juta) Investment Value (Rp-million)
Hydraulic Workover - EHR 14	Peningkatan Kapasitas dan Ekspansi Bisnis Capacity Building and Business Expansion	104.524
Mobil Tangki BBM Fuel Tank Car	Peningkatan Kapasitas dan Revitalisasi Capacity Building and Revitalization	101.456
Replacement Seismic Replacement Seismic	Mempertahankan Kapasitas atau Revitalisasi Peralatan Maintain Capacity or Revitalize Equipment	55.995
Docking Work Barge dan Accomodation Work Barge Accomodation Work Barge	Mempertahankan Kapasitas Maintaining Capacity	45.981
Depo Depot	Peningkatan Kapasitas dan Ekspansi Bisnis Capacity Building and Business Expansion	45.349

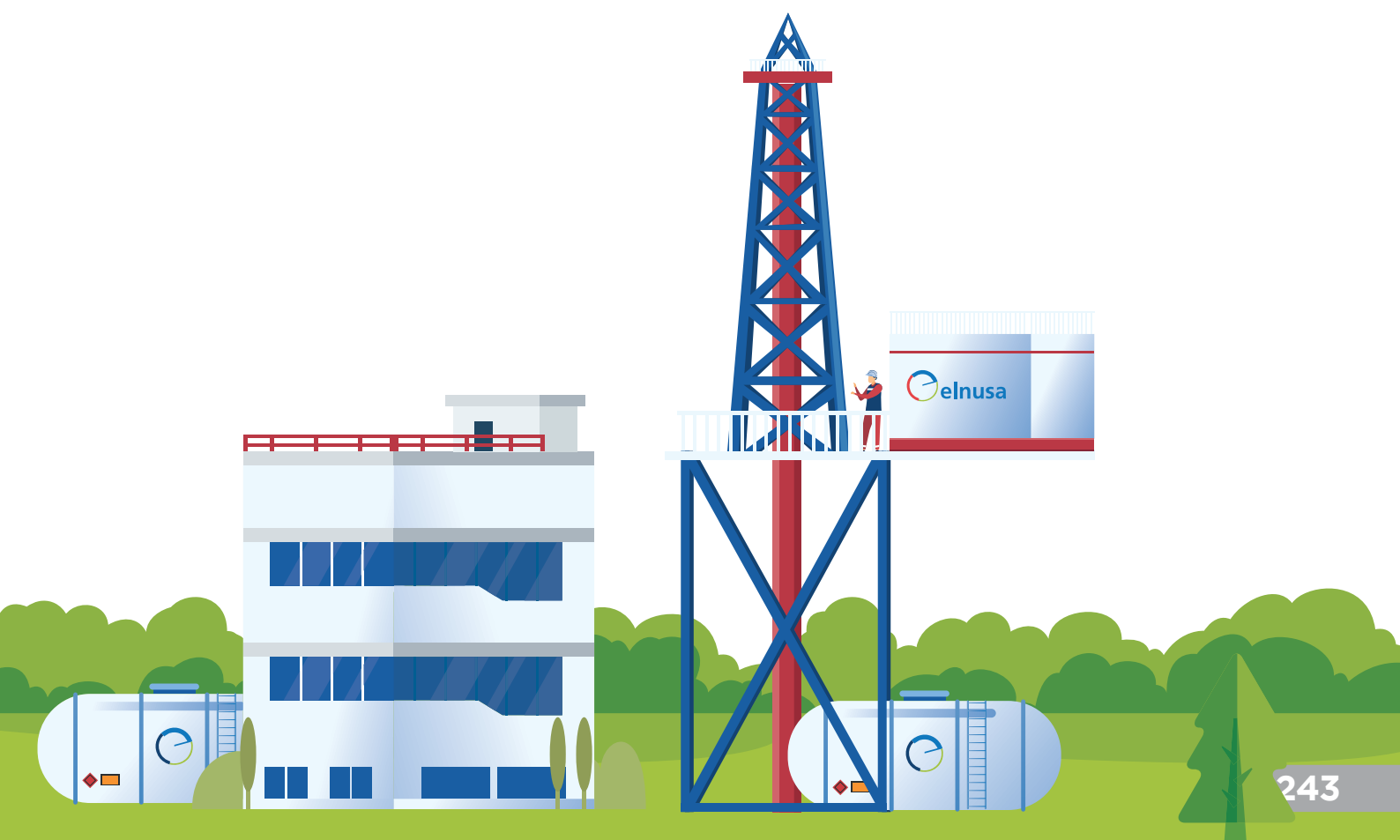


## INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN USAHA, AKUISISI, DAN/ ATAU RESTRUKTURISASI UTANG/MODAL

MATERIAL INFORMATION REGARDING INVESTMENT, EXPANSION, DIVESTMENT, MERGER,  
ACQUISITION, AND/OR DEBT/CAPITAL RESTRUCTURING

Perseroan tidak melakukan ekspansi, divestasi, penggabungan usaha, Akuisisi dan restrukturisasi utang/modal yang material selama tahun 2020.

The Company did not undertake any material expansion, divestment, business mergers, acquisitions and debt/capital restructuring during 2020.



## PERBANDINGAN ANTARA TARGET ANGGARAN DENGAN REALISASI, DAN PROYEKSI USAHA

### COMPARISON BETWEEN BUDGET TARGETS WITH REALIZATION, AND BUSINESS PROJECTIONS

Manajemen menentukan proyeksi Pendapatan Usaha menggunakan asumsi-asumsi internal dan makro yang digunakan pada penyusunan anggaran tahun 2021, pergerakan harga minyak dunia diperkirakan akan mengalami perbaikan pada rentang harga USD 40 - 45 / barel. Namun disisi lain adanya permintaan penurunan harga jual jasa hulu migas dan tarif transportasi BBM berlanjut pada tahun 2021. Pendapatan Perseroan mengalami kenaikan sekitar 1% dibandingkan tahun 2020, dengan kontributor pendapatan dari segmen jasa hulu migas terintegrasi sebesar 44%, Jasa Distribusi dan Logistik energy 48% dan sisanya dari Segmen Jasa Penunjang Migas.

Sementara itu, Laba Perseroan ditargetkan meningkat walaupun dengan kondisi industri migas tahun 2021 belum menunjukkan peningkatan aktivitas yang signifikan dibandingkan tahun lalu, Elnusa menargetkan margin laba bersih sebesar 3,8% pada tahun 2021, turun jika dibandingkan dengan tahun 2020 sebesar 3,2%. Upaya mempertahankan margin profitabilitas diharapkan terjadi pada bisnis seismik di mana diharapkan proyek Seismik laut / marine akan membukukan kinerja positif dengan peningkatan utilisasi peralatan, begitu juga dengan Divisi OFS diharapkan dapat lebih meningkatkan profitabilitas marginnya di tahun 2021 dengan perbaikan produktivitas khususnya untuk unit bisnis EPC & OM.

Struktur Modal Seiring dengan rencana dan proyeksi pertumbuhan tahun 2021. Perseroan membutuhkan investasi pada peralatan jasa hulu dan hilir migas yang sudah tentu memerlukan permodalan baik dari sumber liabilitas berupa pinjaman dari lembaga perbankan maupun dana internal (ekuitas). Laju pertumbuhan dan rencana investasi tersebut dijalankan dengan tetap menjaga struktur modal yang optimal.

Management determines the projection of Operating Income using internal and macro assumptions used in the preparation of the 2021 budget, it is estimated that world oil price movement will experience improvement in the price range of USD 40 - 45/barrel. However, on the other hand, there is a demand for a reduction in the selling price of upstream oil and gas services and fuel transportation rates to continue in 2021. The Company's revenue has increased by about 1% compared to 2020, with revenue contributors from the integrated upstream oil and gas services segment by 44%, Energy Distribution and Logistics Services 48% and the rest from the Oil and Gas Support Services Segment.

Meanwhile, the Company's profit is targeted to increase even though the condition of the oil and gas industry in 2021 has not shown a significant increase in activity compared to last year, Elnusa is targeting a net profit margin of 3.8% in 2021, a decrease compared to 2020 of 3.2%. Efforts to maintain profitability margins are expected to occur in the seismic business where it is expected that the the sea /marine seismic project will record positive performance with increased equipment utilization, as well as the OFS Division is expected to further increase its margin profitability in 2021 by improving productivity especially for the OM & EPC business unit.

Capital Structure In line with plans and projections for growth in 2021. The Company requires investment in upstream and downstream oil and gas service equipment, which of course requires capital both from sources of liabilities in the form of loans from banking institutions and internal funds (equity). The growth rate and investment plan are carried out while maintaining an optimal capital structure.

## Labanya (Rugi) dan Penghasilan Komprehensif Lain Profit (Loss) and Other Comprehensive Income

(dalam jutaan Rupiah) (in million rupiah)	Realisasi Realization 2020	Target 2020	Pencapaian Realisasi terhadap Target 2020 Achievement Realization against Target 2020 (%)	Proyeksi Projection 2021	Proyeksi 2021 terhadap Realisasi 2020 Projection of 2021 against 2020 Realization (%)	Proyeksi 2021 terhadap Target 2020 Projection of 2021 against 2020 Realization (%)
Pendapatan Revenues	7.726.945	7.134.364	108%	7.745.394	100%	109%
Jasa Distribusi dan Logistik Energi Energy Distribution and Logistics	3.786.529	3.700.102	102%	4.008.830	106%	108%
Jasa Hulu Migas Terintegrasi Services Integrated Upstream	3.760.935	3.233.796	116%	3.495.054	93%	108%
Jasa Penunjang Migas Oil and Gas Services	1.409.031	1.030.926	137%	973.406	69%	94%
Laba Bruto Gross Profit	742.474	786.124	94%	920.542	124%	117%
Laba (Rugi) Operasi Operating Profit (Loss)	437.248	401.838	109%	517.363	118%	129%
Laba Rugi Lain-Lain Other Profit and Loss	(85.719)	(111.476)	77%	(112.910)	132%	101%
Laba (Rugi) Tahun Berjalan Profit (loss) for the Year	249.086	222.971	112%	291.234	117%	131%
Laba (Rugi) Komprehensif Tahun Berjalan Comprehensive Profit (Loss) for the Year	253.049	222.971	113%	291.234	115%	131%

## Posisi Keuangan Konsolidasian dan Struktur Modal Consolidated Financial Position and Capital Structure

(dalam jutaan Rupiah) (in million rupiah)	Realisasi Realization 2020	Target 2020	Pencapaian Realisasi terhadap Target 2020 Achievement Realization against Target 2020 (%)	Proyeksi Projection 2021	Proyeksi 2021 terhadap Realisasi 2020 Projection of 2021 against 2020 Realization (%)	Proyeksi 2021 terhadap Target 2020 Projection of 2021 against 2020 Realization (%)
Aset Lancar Current Assets	4.217.325	4.185.326	99%	3.788.645	91%	91%
Aset Tetap Fixed Assets	1.811.979	3.284.972	181%	3.154.524	96%	96%
Aset Lain-Lain Other Assets	1.533.518	990.851	65%	535.098	54%	54%
Total Aset Total Assets	7.562.822	8.503.876	112%	8.314.225	98%	98%
Liabilitas Lancar Current Liabilities	2.573.467	3.468.319	135%	2.804.350	81%	81%
Liabilitas Tidak Lancar Non-current Liabilities	1.248.409	1.349.461	108%	1.521.570	113%	113%
Total Liabilitas Total Liabilities	3.821.876	4.817.780	126%	4.325.921	90%	90%
Ekuitas Equity	3.740.946	3.686.095	99%	3.988.304	108%	108%
Total Liabilitas dan Ekuitas Total of Liabilities and Equity	7.562.822	8.503.876	112%	8.314.225	98%	98%



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

### MATERIAL INFORMATION AND FACTS THAT OCCURRED AFTER THE ACCOUNTANT'S REPORT DATE

Tidak ada peristiwa/kejadian atau fakta yang terjadi dan tergolong material setelah periode laporan keuangan perseroan.

There are no events/incidents or facts that occurred and are classified as material after the company's financial reporting period.

## DAMPAK NILAI TUKAR MATA UANG ASING

### FOREIGN EXCHANGE RATE IMPACT

Mata uang fungsional Grup adalah Rupiah. Grup dapat menghadapi risiko nilai tukar mata uang asing karena pinjaman, pendapatan dan biaya beberapa pembelian utamanya dalam mata uang Dolar AS atau harganya secara signifikan dipengaruhi oleh perubahan tolak ukur harganya dalam mata uang asing (terutama Dolar AS).

The functional currency of the Group is Indonesian Rupiah. The Group may be exposed to foreign exchange rate risk because loans, revenues and expenses for some of its major purchases are denominated in US Dollars or their prices are significantly affected by changes in their benchmark prices in foreign currencies (especially US Dollars).

Grup tidak mempunyai kebijakan lindung nilai yang formal untuk laju pertukaran mata uang asing. Bagaimanapun, terkait dengan hal-hal yang telah didiskusikan pada paragraf di atas, fluktuasi dalam nilai tukar Rupiah dan Dolar AS menghasilkan lindung nilai natural untuk laju nilai tukar Grup.

The Group does not have a formal hedging policy for foreign currency exchange rates. However, due to the matters discussed in the above paragraphs, fluctuations in the Rupiah and US Dollar exchange rates provide a natural hedge for the Group's exchange rate.

## PROSPEK USAHA

### BUSINESS PROSPECT

Sektor hulu migas di tahun 2020 mengalami penurunan aktivitas, adapun realisasi harga minyak Indonesia atau Indonesian Crude Price (ICP) yang berada pada angka US\$ 42 per barel. Angka ini lebih tinggi dari yang digunakan pada saat penetapan APBN-P, yakni sebesar US\$ 38 per barel. Realisasi Reserve Replacement Ratio (RRR) berada di angka 101,6% dengan penambahan cadangan sebesar 705,16 MMBOE

Pada akhir 2020, lifting minyak tercatat sebesar 706 ribu barel minyak per hari (BOPD) atau 100,2% melampaui target Anggaran Pendapatan dan Belanja Negara Perubahan (APBN-P) yang ditetapkan sebesar 705 ribu BOPD. Sedangkan lifting (salur) gas sebesar 5.461 juta standar kaki kubik per hari (MMSCFD), sedikit di bawah target APBN-P sebesar 5.556 MMSCFD atau tercapai 98,3%. Sedangkan untuk penerimaan negara, angka yang berhasil dicapai sebesar US\$ 8,4 miliar, atau 141% dari target yang dipatok sebesar US\$ 5,86 miliar.

SKK Migas mampu menyelesaikan 15 (lima belas) proyek onstream dari 11 proyek onstream yang ditargetkan atau 136%. Dari kelima belas proyek ini diperoleh potensi tambahan produksi minyak sebesar 9.182 BOPD dan gas sebesar 111 MMSCFD. Sedangkan untuk investasi hulu migas mencapai US\$ 10,21 miliar dan pengendalian cost recovery sebesar US\$ 8,12 miliar .

Berikut gambaran Aktivitas utama Hulu Migas 2020:

The upstream oil and gas sector in 2020 experienced a decline in activity, while the realization of the Indonesian Crude Price (ICP) was at US \$ 42 per barrel. this figure is higher than that used at the time of stipulation of the APBN-P, which was US \$ 38 per barrel. Realization of Reserve Replacement Ratio (RRR) stood at 101.6% with additional reserves of 705.16 MMBOE

At the end of 2020, oil lifting was recorded at 706 thousand barrels of oil per day (BOPD) or 100.2% exceeding the target of the Revised State Budget (APBN-P) which was set at 705 thousand BOPD. Meanwhile, gas lifting (channel) was 5,461 million standard cubic feet per day (MMSCFD), slightly below the APBN-P target of 5,556 MMSCFD or reached 98.3%. As for state revenues, the figure achieved was US \$ 8.4 billion, or 141% of the target set at US \$ 5.86 billion.

SKK Migas is able to complete 15 (fifteen) onstream projects out of 11 targeted onstream projects or 136%. From these fifteen projects, the potential for additional oil production is 9,182 BOPD and gas of 111 MMSCFD. Meanwhile, upstream oil and gas investment reached US \$ 10.21 billion and cost recovery control was US \$ 8.12 billion.

The following is an overview of the main activities of Upstream Oil and Gas 2020:

#### AKTIVITAS UTAMA HULU MIGAS 2020 per 30 November 2020 MAIN ACTIVITIES OF UPPER OIL AND GAS 2020 as of November 30, 2020

KEGIATAN ACTIVITY	SATUAN UNIT	TARGET 2020 2020 TARGET	REALISASI 2020 2020 REALIZATION	% THDP TAHUN 2020 % TOWARDS 2020	OUTLOOK*)		
SESMIK 2D 2D SEISMIC							
• 1. Wilayah Kerja Aktif • Active Work Area	Km	5.374	28.324	2.787	27.938	52%	2.969
• 2. KKP di Open Area • KKP in Open Area	Km	22.950		25.150		35%	1.997
SESMIK 3D 3D SEISMIC	Km2	3.421		1.212		35%	1.997
DEVELOPMENT WELLS DRILLING	Sumur Well	395		214		54%	252

**AKTIVITAS UTAMA HULU MIGAS 2020 per 30 November 2020**  
 MAIN ACTIVITIES OF UPPER OIL AND GAS 2020 as of November 30, 2020

KEGIATAN ACTIVITY	SATUAN UNIT	TARGET 2020 2020 TARGET	REALISASI 2020 2020 REALIZATION	% THDP TAHUN 2020 % TOWARDS 2020	OUTLOOK*)
EXPLORATION WELLS DRILLING	Sumur Well	37	25	68%	30
WORKOVER	Sumur	837	533	64%	577
WELL SERVICE	Kegiatan	28.151	22.689	81%	23.636

Sumber: SKKMigas

Source: SKK Migas

Program eksplorasi. Hingga November 2020, SKK Migas telah berhasil menyelesaikan survei seismik 2d di open area sepanjang 25.150 kilometer (km) dan di wilayah kerja aktif sepanjang 2.787 km sehingga total saat ini mencapai 27.937 km. Pada kegiatan Development Wells Drilling, outlook SKK Migas berada di kisaran 252 sumur di bawah target 2020 sebesar 395 sumur dan juga di bawah realisasi 2019 sebesar 322 sumur. Hal ini dipengaruhi pandemi Covid-19. "Tetapi kami punya target yang optimis di 2021, untuk mengejar hal ini kami mencoba target drilling hingga mencapai 616 sumur.

Exploration program. As of November 2020, SKK Migas has successfully completed 2d seismic surveys in an open area of 25,150 kilometers (km) and in an active working area of 2,787 km, bringing the current total to 27,937 km. In the Development Wells Drilling activity, the outlook for the SKK Migas is in the range of 252 wells, below the 2020 target of 395 wells and also below the 2019 realization of 322 wells. This was influenced by the Covid-19 pandemic. "But we have an optimistic target in 2021, to pursue this we are trying to target drilling up to 616 wells.

Pada Jasa Distribusi dan Logistik Energi, Perseroan melalui anak perusahaan PT Elnusa Petrofin (EPN) merupakan rekanan Pertamina dalam bisnis distribusi dan transportasi bahan bakar minyak. Jasa ini menjadi kontributor terbesar pendapatan Perseroan sebesar 43 %. Prospek jasa ini pada 2020 mengalami penurunan terkait dengan dampak Covid-19 sehingga kebutuhan bahan bakar Industri dan kebutuhan bahan bakar untuk kendaraan bermotor mengalami penurunan, hal ini juga berdampak pada Kebutuhan BBM Industri dan retail.

In Energy Distribution and Logistics Services, the Company through its subsidiary PT Elnusa Petrofin (EPN) is Pertamina's partner in the distribution and transportation business of fuel oil. This service is the largest contributor to the Company's revenue at 43%. The prospect of this service in 2020 will experience a decline related to the impact of Covid-19 so that industrial fuel needs and fuel needs for motorized vehicles have decreased, this also has an impact on industrial and retail fuel needs.



## ASPEK PEMASARAN

### MARKETING ASPECTS

Memiliki cakupan produk dan jasa yang lengkap dari hulu hingga ke hilir membuat Elnusa mampu memberikan solusi terhadap setiap kebutuhan pelanggan. Di Tahun 2020, efisiensi masih menjadi fokus para pelanggan di tambah dengan kondisi bisnis industri saat ini yang masih pasang surut, sehingga melakukan kajian dan memberikan perhatian yang lebih pada pertumbuhan pasar menjadi sangat penting untuk dilakukan. Berbagai strategi telah dilakukan untuk menaikkan pangsa pasar sekaligus meningkatkan kapabilitas internal.

### STRATEGI PEMASARAN

Dalam rangka mewujudkan komitmen perusahaan sebagai Perusahaan jasa terkemuka yang memberikan total solution sehingga mampu menjangkau kebutuhan pelanggan lebih cepat, lebih baik, lebih terjangkau dan lebih dekat maka perusahaan melakukan beberapa langkah nyata, salah satunya adalah dengan adanya inisiatif *key account* untuk pelanggan utama yaitu Pertamina EP, Pertamina Hulu Energi dan Pertamina Hulu Indonesia. Ketiga pelanggan ini adalah penyumbang revenue terbesar perusahaan sehingga dengan ada inisiatif ini, perusahaan dapat mempertahankan kinerja dan jasa yang berikan.

Strategi pemasaran berikutnya adalah memperkuat posisi pangsa pasar pada jasa non asset based yaitu Operation & Maintenance. Dengan semangat Total Solution, jasa yang diberikan tidak hanya mampu memenuhi kebutuhan pelanggan namun berhasil menjadi bagian tumbuhnya sebuah perusahaan. Selain fokus pada pelanggan yang sudah ada, perusahaan juga terus melakukan ekspansi untuk mendapatkan peluang baru dari perusahaan di industri non migas di mana perusahaan berhasil mendapatkan proyek jasa di sektor infrastruktur melalui salah satu bisnis unitnya yaitu Geoscience.

Strategi ketiga adalah sebuah langkah yang dimaksudkan untuk menjawab tuntutan akan kebutuhan teknologi tinggi, perusahaan menjalankan strategi partnership dengan produsen teknologi terkemuka dunia. Terbentuknya kerja sama dengan Schlumberger yang tertuang dalam Master corporate agreement dan Master Service Agreement dapat menjadi nilai tambah bagi masing-masing pihak. Kolaborasi ini dilakukan untuk menangkap peluang-peluang baru sehingga mampu menambah pangsa pasar perusahaan.

Having a complete range of products and services from upstream to downstream makes Elnusa able to provide solutions to every customer need. In 2020, efficiency is still the focus of customers plus the current industrial business conditions are still ups and downs, so conducting studies and paying more attention to market growth is very important to do. Various strategies have been implemented to increase market share while increasing internal capabilities.

### MARKETING STRATEGY

To realize the company's commitment as a leading service company that provides total solutions so that it is able to reach customer needs faster, better, more affordable and closer, the company takes several concrete steps, one of which is the key account initiative for the main customer, namely Pertamina EP. Pertamina Hulu Energi and Pertamina Hulu Indonesia. These three customers are the biggest contributor to the company's revenue so that with this initiative, the company can maintain the performance and services it provides.

The next marketing strategy is to strengthen the market share position in non-asset based services, namely Operation & Maintenance. With the spirit of Total Solution, the services provided are not only able to meet customer needs but succeed in becoming a part of the growth of a company. Apart from focusing on existing customers, the company also continues to expand to get new opportunities from companies in the non-oil and gas industry where the company has succeeded in obtaining service projects in the infrastructure sector through one of its business units, namely geoscience.

The third strategy is a step that is intended to answer the demands of high technology needs, the company carries out a partnership strategy with the world's leading technology producers. The formation of cooperation with Schlumberger as stipulated in the Master corporate agreement and Master Service Agreement can be an added value for each party. This collaboration is carried out to capture new opportunities so as to increase the company's market share.

## PANGSA PASAR

Pertamina group masih menjadi penyumbang pendapatan perusahaan terbesar, dengan komposisi 79% dari total Revenue Perseroan.

Pada segmen jasa migas hulu pangsa pasar perseroan naik menjadi 2,6%. Hal ini di dorong adanya peningkatan atas kegiatan pada asset based (Oilfield Services) dan non Asset Based (EPC OM).

berikut perbandingan estimasi pangsa pasar perseroan:

## MARKET SHARE

Pertamina group is still the largest contributor to the company's revenue, with a composition of 79% of the Company's total revenue.

In the upstream oil and gas service segment, the company's market share rose to 2.6%. This is driven by an increase in activities on asset based (Oilfield Services) and non Asset Based (OM EPC).

The following is a comparison of the company's estimated market share.

	2020	2019	2018
Investasi Hulu Migas Indonesia (Miliar dolar AS) Indonesia's Upstream Oil and Gas Investment (US \$ Billion)	10,21	11,49	11,00
Pendapatan Elnusa Segmen Hulu Migas Terintegrasi (Miliar dolar AS) Elnusa's Revenue from the Integrated Upstream Oil and Gas Segment (US \$ Billion)	0,269	0,285	0,187
Estimasi Pangsa Pasar Market Share Estimates	2,6%	2,5 %	1,7 %

## KEBIJAKAN DIVIDEN DAN PEMBAGIANNYA

### DIVIDEND POLICY AND ITS DISTRIBUTION

#### DASAR KEBIJAKAN PEMBAGIAN DIVIDEN

Sesuai dengan Prospektus Perseroan tahun 2008, Perseroan merencanakan dan berusaha untuk membagikan dividen dalam bentuk uang tunai sekurang-kurangnya sekali dalam setahun. Besarnya dividen dikaitkan dengan keuntungan Perseroan pada tahun buku yang bersangkutan, dengan tidak mengabaikan tingkat kesehatan Perseroan dan tanpa mengurangi hak dari Rapat Umum Pemegang Saham Perseroan untuk menentukan lain sesuai dengan ketentuan Anggaran Dasar Perseroan.

Dengan mengindahkan ketentuan-ketentuan di atas, Perseroan berusaha untuk mempertahankan rasio pembayaran dividen sekitar 20% dari laba bersih konsolidasi Perseroan untuk setiap tahunnya. Penentuan jumlah dan pembayaran dividen tersebut, akan bergantung pada rekomendasi dari Direksi Perseroan, namun tidak terdapat kepastian bahwa Perseroan akan dapat membayarkan dividen pada tahun ini ataupun pada tahun-tahun mendatang. Keputusan Direksi dalam memberikan rekomendasi pembayaran dividen tergantung pada:

1. Rencana pengembangan Perseroan dan belanja modal;
2. Pertimbangan kebijakan pada sektor industri yang sejenis;
3. Kondisi arus kas dan kebutuhan modal kerja Perseroan;
4. Kebijakan struktur permodalan Perseroan;
5. Laba bersih Perseroan.

Pembagian dividen di sepanjang tahun 2020 untuk hasil usaha di tahun 2019 sebagai berikut:

#### BASIC DIVIDEND DISTRIBUTION POLICY

In accordance with the Company's Prospectus for 2008, the Company plans and strives to distribute dividends in cash at least once a year. The Amount of dividend is related to the Company's profit in the relevant financial year, without neglecting the health level of the Company and without prejudice to the rights of the Company's General Meeting of Shareholders to determine otherwise in accordance with the provisions of the Company's Articles of Association.

With due observance of the above provisions, the Company strives to maintain a dividend payout ratio of approximately 20% of the Company's consolidated net income for each year. The determination of the Amount and payment of the dividend will depend on the recommendation of the Company's Board of Directors, however, there is no certainty that the Company will be able to pay dividends this year or in future years. The decision of the Board of Directors to recommend dividend payment depends on:

1. Company development plans and capital expenditures;
2. Consideration of policies in similar industrial sectors;
3. Cash flow conditions and the Company's working capital requirements;
4. The Company's capital structure policy;
5. The net profit of the Company.

Dividend distribution throughout 2020 for operating results in 2019 as follows:

<b>Kebijakan pembagian dividen</b> Dividend distribution policy	<b>20%</b>
<b>Dividen kas yang dibagikan</b> Cash dividends distributed	<b>Rp89,119 Miliar</b> Rp89.199 Billion
<b>Dividen per lembar saham</b> Dividends per share	<b>Rp12,211</b>
<b>Rasio pembagian dividen</b> Dividend payout ratio	<b>25%</b>
<b>Tanggal pengumuman</b> Announcement date	<b>9 Juli 2020</b> July, 9 2020
<b>Tanggal Pembayaran</b> Payment date	<b>7 Agustus 2020</b> August, 7 2020

Pembagian dan pembayaran dividen di tahun 2015 hingga 2019:

Distribution and payment of dividends in 2015 to 2019:

Tahun Pembagian Dividen Dividend Distribution Year	2020	2019	2018	2017	2016
Tahun Buku Year Book	2019	2018	2017	2016	2015
Tanggal Pengumuman Announcement Date	9 Juli 9 July	11 April April 11	14 Mei 2018 May 14, 2018	23 Mei 2017 May 23, 2017	2 Mei 2016 May 2, 2016
Tanggal Pembayaran Payment Date	7 Agustus 2020 August 7, 2020	10 Mei 2019 May 10, 2019	8 Juni 2018 June 8, 2018	22 Juni 2017 June 22, 2017	1 Juni 2016 June 1, 2016
Kebijakan Pembagian Dividen (%) Dividend Distribution Policy (%)	20%	20%	20%	20%	20%
Dividen Kas yang Dibagikan (Rp) Cash Dividends Distributed (Rp)	Rp89,119 miliar Rp89.119 billion	Rp69,08 miliar Rp69.08 billion	Rp37,1 miliar Rp37.1 billion	Rp31,1 miliar Rp31.1 billion	Rp75,1 miliar Rp75.1 billion
Dividen per Lembar Saham (Rp/lembar) Dividend per Share (Rp/sheet)	Rp12,211	Rp9,465	Rp5,08	Rp4,26	Rp10,3
Rasio Pembagian Dividen Dividend Payout Ratio (%)	25%	25%	15%	10%	20%

## KONTRIBUSI TERHADAP NEGARA

### CONTRIBUTION TO THE STATE

Sebagai Perusahaan yang patuh terhadap semua peraturan yang berlaku, Perseroan telah melakukan pemenuhan terkait kewajiban dalam membayar pajak yang merupakan salah satu bentuk kontribusi Perseroan kepada negara. Pembayaran pajak Perseroan pada tahun 2020 tercatat sebesar Rp618.488 juta. Adapun rincian kewajiban Perusahaan terkait kewajiban perpajakan di tahun 2019 dan 2020, adalah sebagai berikut:

As a company that complies with all applicable regulations, the Company has fulfilled its obligations to pay taxes, which is one form of the Company's contribution to the state. The Company's tax payments in 2020 were recorded at Rp618,488 million. The details of the Company's obligations regarding tax obligations in 2019 and 2020 are as follows:

Uraian Description	2020 (Rp-juta) (Rp-million)	2019 (Rp-juta) (Rp-million)
PPH 4(2)	15.327	13.236
PPH 21	96.725	103.611
PPH 23	51.331	65.463
PPH 25 (Badan)	25.836	32.318
PPH 29	76	130
PBB	3.876	3.840
Pajak & Retribusi Daerah Local Taxes & Charges	551	862
PPN Kurang Bayar / (Lebih bayar) Local Taxes & Charges	403.751	423.819
<b>Total Amount</b>	<b>597.473</b>	<b>643.278</b>

## INFORMASI TENTANG PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN DAN/ ATAU MANAJEMEN (ESOP/MSOP)

### INFORMATION CONCERNING EMPLOYEE AND/OR MANAGEMENT SHARE OWNERSHIP PROGRAM (ESOP/MSOP)

Program kepemilikan saham oleh karyawan dan/ atau manajemen yang dilaksanakan perusahaan (ESOP/MSOP) yang masih ada sampai tahun buku, Memuat uraian mengenai:

1. Jumlah saham ESOP/MSOP dan realisasinya
2. Jangka waktu
3. Persyaratan karyawan dan/atau manajemen yang berhak
4. Harga exercise

Share ownership program by employees and/or management implemented by the company (ESOP/MSOP) which still exists until the financial year, Contains a description of:

1. The number of ESOP/MSOP shares and their realization
2. Time period
3. Requirements for eligible employees and/or management
4. Exercise price

## INFORMASI TENTANG REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

### INFORMATION CONCERNING THE REALIZATION OF THE USE OF THE PUBLIC OFFERING PROCEEDS

Pada awal tahun 2008, Perseroan melakukan suatu aksi korporasi yaitu Penawaran Umum Perdana Saham atau Initial Public Offering (IPO) dengan mencatatkan saham Perseroan di Bursa Efek Indonesia (BEI) dengan kode saham ELSA, efektif mulai tanggal 6 Februari 2008.

In early 2008, the Company carried out a corporate action, namely an Initial Public Offering (IPO) by listing the Company's shares on the Indonesia Stock Exchange (IDX) with the ticker code ELSA, effective from 6 February 2008.

Sebelum melakukan penawaran umum perdana saham tersebut, Perseroan melakukan peningkatan modal dasar dari Rp750 miliar menjadi Rp2,3 triliun, pemecahan nominal saham (stock split) 1:5 atau dari Rp500 per lembar saham menjadi Rp100 per lembar saham serta peningkatan modal ditempatkan dan disetor penuh dari Rp583,9 miliar menjadi Rp729,9 miliar. Penawaran umum perdana saham dilakukan sebanyak 20% saham dari enlarged capital atau 1.460.000.000 lembar saham, sehingga total lembar saham setelah IPO menjadi 2.798.500.000 lembar.

Prior to conducting the initial public offering of shares, the Company increased its authorized capital from Rp750 billion to Rp2.3 trillion, 1: 5 stock split or from Rp500 per share to Rp100 per share and increased issued and fully paid-up capital. from Rp583.9 billion to Rp729.9 billion. The initial public offering of shares was made as much as 20% of the enlarged capital or 1,460,000,000 shares, bringing the total shares after the IPO to 2,798,500,000 shares.

Harga penawaran umum perdana saham adalah Rp400 per lembar saham sehingga nilai dana hasil penawaran umum yang dihasilkan adalah sebagai berikut :

The initial public offering price of shares is Rp400 per share, so the value of the proceeds from the public offering is as follows:

Jumlah Hasil Penawaran Umum Number of Public Offering Proceeds	Biaya Penawaran Umum Public Offering Fee	Hasil Bersih Net Result
584,0	17,6	566,3

Setelah pelaksanaan Penawaran Umum Perdana saham dan mengacu pada butir 2 Peraturan BAPEPAM X.K.4, Perseroan telah melaporkan rincian penggunaan dana kepada Bapepam-KL secara berkala setiap tiga bulanan, yaitu mulai dari posisi per 31 Maret 2008, dan terakhir adalah posisi per 31 Maret 2009. Pada posisi per 30 Maret 2009, dana hasil penawaran umum tersebut telah seluruhnya terealisasi secara umum sehingga tidak terdapat perubahan realisasi penggunaan dana dibandingkan dengan rencana penggunaan dana dalam prospektus. Hal ini juga telah dilaporkan kepada BAPEPAM-LK dan BEI.

After the Initial Public Offering of shares and referring to point 2 of BAPEPAM Regulation XK4, the Company has reported the details of the use of funds to Bapepam-KL periodically every three months, starting from the position as of March 31, 2008, and finally the position as of March 31, 2009. As of March 30, 2009, all proceeds from the public offering have been generally realized, so there is no change in the actual use of the funds compared to the planned use of the proceeds in the prospectus. This has also been reported to BAPEPAM-LK and BEI.

Modal Kerja Perseroan Working Capital Company		Pinjaman untuk Pengembangan dan perluasan Aktivitas Usaha Anak Perusahaan Loans for Development and Expansion Subsidiary Business Activities Company		Pembayaran Sebagian Hutang Payment Part of Payable		Pembelian Barang Modal Purchase of Goods Capital		Total Rencana Penggunaan Dana Total Plan Use of Funds		Sisa Dana Hasil Penawaran Umum Remaining Fund Proceeds Public Offering
Rencana Plan	Realisasi Realization	Rencana Plan	Realisasi Realization	Rencana Plan	Realisasi Realization	Rencana Plan	Realisasi Realization	Rencana Plan	Realisasi Realization	
25,00%	25,00%	15,00%	15,00%	7,00%	7,00%	53,00%	5,00%	100,00%	100,00%	-
141,6	143,9	84,9	84,9	39,6	40,3	300,1	297,2	566,3	566,3	-

- Perseroan menggunakan Rp143,9 miliar dana IPO untuk modal kerja, di mana hal tersebut sesuai dengan persentase rencana penggunaannya (25,0%);
  - Dalam rangka pinjaman untuk pengembangan dan perluasan aktivitas usaha anak perusahaan, Perseroan telah mempergunakan Rp84,9 atau 15,0% dari dana IPO untuk :
    - Elnusa Bangkanai Energy Ltd dalam rangka persiapan eksplorasi dan eksploitasi senilai Rp1,5 miliar
    - EPN untuk modal kerja sebesar Rp24,0 miliar
    - SCU dalam rangka perluasan storage, investasi radio trunking dan modal kerja operasi senilai Rp59,4 miliar.
    - Dana pinjaman ini telah dikembalikan kepada Perseroan yang telah digunakan sebagai modal kerja
  - Perseroan menggunakan 7,0% dana IPO atau Rp40,3 miliar untuk pembayaran sebagian utang kepada:
    - Sercel Nantes, Perancis senilai USD2,0 juta
    - PT Hewlett Packard Finance Indonesia senilai USD2,5 juta
  - Pembelian barang modal yaitu : peralatan survei seismik Rp37,2 miliar, peralatan pengeboran Rp133,2 miliar dan peralatan oilfield services senilai Rp126,9 miliar.
- The Company used Rp143.9 billion of IPO proceeds for working capital, where this was in accordance with the percentage of the planned use (25.0%);
  - For loans for the development and expansion of the subsidiary's business activities, the Company has used Rp84.9 or 15.0% of the IPO proceeds for:
    - Elnusa Bangkanai Energy Ltd in preparation for exploration and exploitation worth Rp1.5 billion
    - EPN for working capital of Rp24.0 billion
    - SCU in the context of expanding storage, investing in radio trunking and operating working capital of Rp59.4 billion.
    - These loan funds have been returned to the Company which have been used as working capital
  - The Company uses 7.0% of the IPO proceeds or Rp40.3 billion for the payment of part of the debt to:
    - Sercel Nantes, France valued at USD2.0 million
    - PT Hewlett Packard Finance Indonesia valued at USD2.5 million
  - Purchase of capital goods, namely: Rp37.2 billion of seismic survey equipment, Rp133.2 billion of drilling equipment and Rp126.9 billion of oilfield services equipment.

## INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI/PIHAK BERELASI

### INFORMATION ON MATERIAL TRANSACTIONS CONTAINING CONFLICT OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED PARTIES/RELATED PARTIES

Sepanjang tahun 2020, Perseroan melakukan transaksi dengan pihak-pihak yang berafiliasi, namun transaksi tersebut dikecualikan dari peraturan BAPEPAM-LK No. IX.E.1 karena tidak mengandung benturan kepentingan mengingat transaksi tersebut merupakan transaksi berkelanjutan serta kegiatan usaha utama dan penunjang kegiatan usaha Perseroan dan Anak Perusahaan. Entitas dianggap berelasi jika entitas tersebut baik secara langsung maupun tidak langsung, dapat mengendalikan atau mengendalikan bersama atau memiliki pengaruh signifikan atas grup dalam pengambilan keputusan keuangan dan operasional. Entitas juga dianggap berelasi jika entitas tersebut berada dalam pengendalian bersama dengan Grup.

Dengan demikian, pengungkapan selanjutnya mengenai hal ini disesuaikan dengan PSAK Nomor 7 tentang "Pengungkapan atas Pihak-Pihak Berelasi". Secara rinci, informasi mengenai transaksi ini terdapat pada Catatan atas Laporan Keuangan Nomor 30 tentang "Informasi Mengenai Pihak-Pihak Berelasi". Transaksi dan saldo dengan pihak-pihak berelasi adalah sebagai berikut :

Throughout 2020, the Company conducted transactions with affiliated parties, however these transactions are exempted from BAPEPAM-LK regulation No. IX.E.1 because it does not contain a conflict of interest, considering that the transaction is a continuous transaction as well as the main and supporting business activities of the Company and its Subsidiaries. An entity is considered to be related if it can directly or indirectly control or jointly control or have significant influence over the group in making financial and operating decisions. Entities are also considered related if they are under common control with the Group.

Accordingly, further disclosures regarding this matter are adjusted to PSAK No. 7 concerning "Disclosures on Related Parties". In detail, information regarding this transaction can be found in Notes to Financial Statements Number 30 concerning "Information Regarding Related Parties". Transactions and balances with related parties are as follows:

#### Pengungkapan Pihak Berelasi Related Party Disclosures

Sifat Transaksi Nature of Transaction	Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Relationships	Alasan Dilakukannya Transaksi Reasons for Conducting Transactions
Kas dan Setara Kas dan Aset Keuangan Cash and Cash Equivalents and Financial Assets	Bank Mandiri, BNI, BNI Syariah, BRI, BRI SYARIAH, BSM, BRI Agroniaga, BTN, Mandiri Taspen, Bank Jawa Barat.	Entitas berelasi dengan Pemerintah, swasta Entity related to the Government, private	Transaksi perbankan Banking transactions
Piutang Usaha Accounts Receivable	PT Pertamina EP, PT Pertamina (Persero), PT Pertamina Hulu Energi, PT Pertamina Hulu Indonesia, PT Tugu Pratama Indonesia, PT Pertamina Geothermal Energy, PT Pertamina Drilling Services Indonesia, PGN, PT Pertamina Power Indonesia, PT Pertamina Patra Niaga dan Lainnya di bawah 0.5% dari modal disetor	Entitas sependengali Entities under common control	Transaksi penjualan jasa dan barang Sales transactions of services and goods



**Pengungkapan Pihak Berelasi**  
Related Party Disclosures

Sifat Transaksi Nature of Transaction	Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Relationships	Alasan Dilakukannya Transaksi Reasons for Conducting Transactions
Aset Keuangan Lancar Lainnya Other Current Financial Assets	PT Asuransi Tugu Pratama Indonesia, Pertamina, PT Pertamina Patra Niaga , PT Pertamina EP	Entitas sepengendali, Entitas berelasi dengan Pemerintah , swasta Entities under common control, Entities related to the Government, private	Piutang sewa pembiayaan , kas yang dibatasi penggunaannya Finance lease receivables, restricted cash
Aset Keuangan Tidak Lancar Lainnya Other Non-current Financial Assets	PT Pertamina, PT Pertamina Patra Niaga , PT Pertamina EP	Entitas sepengendali, Entitas berelasi dengan Pemerintah , swasta Entities under common control, Entities related to the Government, private	Piutang sewa pembiayaan Finance lease receivables
Pinjaman Bank Jangka Pendek Short-term Bank Loans	Bank Negara Indonesia	Entitas berelasi dengan Pemerintah , swasta Entity related to the Government, private	Transaksi perbankan , kebutuhan modal kerja Banking transactions, working capital requirements
Utang Usaha Accounts Payable	PT Pertamina (Persero), PT Pertamina Retail, PT Pertamina Patra Niaga dan Lain-lain di bawah 0.5% dari modal disetor PT Pertamina (Persero), PT Pertamina Retail, PT Pertamina Patra Niaga dan Lain-lain di bawah 0.5% dari modal disetor	Entitas sepengendali Entities under common control	Transaksi pembelian barang dan jasa Purchase transactions of goods and services
Pinjaman Bank Jangka Panjang Long-term Bank Loans	Bank ICBC, UOB , PT Bank Sumitomo Mitsui Indonesia	Swasta Private	Transaksi perbankan , kebutuhan pembiayaan investasi Banking transactions, investment financing needs
Kompensasi Personil Manajemen Kunci Compensation of Key Management Personnel	Imbalan Kerja Jangka Pendek, Pesangon Pemutusan Kerja ( DPLK BNI, BRI ) Short-term Employee Benefits, Termination Benefits (DPLK BNI, BRI)	Entitas berelasi dengan Pemerintah The entity is related to the Government	Program iuran pensiun Pension contribution program

**Pengungkapan Pihak Berelasi**  
 Related Party Disclosures

Sifat Transaksi Nature of Transaction	Pihak yang Berelasi Related Parties	Sifat Hubungan Nature of Relationships	Alasan Dilakukannya Transaksi Reasons for Conducting Transactions
Pendapatan Income	Pertamina, PEP, PHE, PHI, Nusantara Regas, Pertamina Geothermal, Perusahaan Gas Negara, PT Pertamina Gas, PT Pertamina Lubricant, PEPC, PT Asuransi Tugu Pratama, PT PERTamina Power Indonesia dan Lain-lain di bawah 0.5% dari modal disetor Pertamina, PEP, PHE, PHI, Nusantara Regas, Pertamina Geothermal, State Gas Company, PT Pertamina Gas, PT Pertamina Lubricant, PEPC, PT Asuransi Tugu Pratama, PT PERTamina Power Indonesia and others below 0.5% of the paid-up capital	Entitas sepengendali, Entities under common control,	Transaksi penjualan jasa dan barang Sales transactions of services and goods
Pembelian Purchase	Pertamina, KOPEN, PT Pertamina Patra Niaga, PT Pertamina Lubricant, PT Pertamina Trans Kontinental, Pertamina Retail, TPI, PT Patra Jasa, PT Pertamina Bina Medika dan Lain-lain di bawah 0.5% dari modal disetor Pertamina, KOPEN, PT Pertamina Patra Niaga, PT Pertamina Lubricant, PT Pertamina Trans Kontinental, Pertamina Retail, TPI, PT Patra Jasa, PT Pertamina Bina Medika and others below 0.5% of the paid-up capital	Entitas sepengendali Entities under common control	Transaksi pembelian barang dan jasa Purchase transactions of goods and services



**\*SEJAK TERJADINYA PERUBAHAN KOMPOSISI PEMEGANG SAHAM PADA BULAN JUNI 2014, GRUP MENGAKUI ADANYA HUBUNGAN ISTIMEWA DENGAN ENTITAS BERELASI DENGAN PEMERINTAH.**

\* SINCE THE CHANGE IN THE COMPOSITION OF SHAREHOLDERS IN JUNE 2014, THE GROUP HAS RECOGNIZED A SPECIAL RELATIONSHIP WITH RELATED ENTITIES WITH THE GOVERNMENT.

## REALISASI TRANSAKSI PIHAK BERELASI TAHUN 2020

Berikut realisasi transaksi pihak berelasi per 31 Desember 2020.

## REALIZATION OF RELATED PARTY TRANSACTIONS IN 2020

The following is the realization of related party transactions as of December 31, 2020.

Uraian Description	2020	2019
	(Rp-juta) (Rp-million)	(Rp-juta) (Rp-million)
Kas dan setara Kas Cash and cash equivalents	1.009.188	762.676
Piutang usaha Accounts receivable	1.906.509	1.835.665
Aset keuangan lancar lainnya Other current financial assets	44.957	30.496
Aset keuangan tidak lancar lainnya Other non-current financial assets	325.629	333.788
Utang usaha Accounts payable	223.775	244.626
Pendapatan ditangguhkan Deferred income	90.950	101.650
Kompensasi personil manajemen kunci Compensation of key management personnel	32.991	32.808
Pendapatan Income	6.069.494	6.186.275
Pembelian Purchase	1.927.398	2.430.626



## INFORMASI KEUANGAN YANG MENGANDUNG KEJADIAN YANG BERSIFAT LUAR BIASA DAN JARANG TERJADI

### FINANCIAL INFORMATION CONTAINING EXTRAORDINARY AND RARE EVENT

Sepanjang tahun 2020, tidak terdapat informasi keuangan yang mengandung kejadian yang bersifat luar biasa dan jarang terjadi.

Throughout 2020, there was no financial information that contained events that were extraordinary and rare.

## PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH SIGNIFIKAN TERHADAP PERUSAHAAN

### AMENDMENTS TO THE LEGISLATION THAT HAS A SIGNIFICANT EFFECT ON THE COMPANY

Sepanjang tahun 2020, tidak terdapat perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap Perusahaan baik dari sisi keuangan maupun operasional.

Throughout 2020, there were no changes to laws and regulations that had a significant effect on the Company, both from a financial and operational perspective.

## PERUBAHAN KEBIJAKAN AKUNTANSI DAN DAMPAKNYA TERHADAP PERUSAHAAN

### CHANGES IN ACCOUNTING POLICIES AND ITS IMPACTS ON THE COMPANY

Perubahan Kebijakan Akuntansi Changes in Accounting Policies	Penjelasan Description	Dampaknya terhadap Perseroan Impact to the Company
PSAK 71	<p>PSAK 71 adalah standar akuntansi yang menggantikan PSAK 55. PSAK ini membuat perubahan signifikan atas :</p> <ol style="list-style-type: none"> <li>1. Klasifikasi dan pengukuran aset keuangan</li> <li>2. Perhitungan penurunan nilai atas aset laporan keuangan yang diukur dengan menggunakan biaya perolehan diamortisasi</li> <li>3. Akuntansi lindung nilai</li> <li>4. Pengungkapan laporan keuangan</li> </ol> <p>PSAK 71 is an accounting standard that replaces PSAK 55. This PSAK makes significant changes to:</p> <ol style="list-style-type: none"> <li>1. Classification and measurement of financial assets</li> <li>2. Calculation of impairment for financial statement assets, measured at amortized cost</li> <li>3. Hedge accounting</li> <li>4. Disclosure of financial statements</li> </ol>	<p>Perseroan harus membukukan cadangan kerugian penurunan nilai meskipun belum ada pemicu peristiwa yang menyebabkan kerugian kredit (Expected loss).</p> <p>The Company must book an allowance for impairment losses even though there has not been an event trigger that caused credit losses (Expected loss).</p>
PSAK 72	<p>PSAK 72 menggantikan beberapa standar akuntansi (PSAK 23,34,44, dan ISAK 10), yaitu PSAK mengenai pengakuan pendapatan kontrak dari pelanggan.</p> <p>PSAK 72 supersedes several accounting standards (PSAK 23,34,44 and ISAK 10), namely PSAK regarding the recognition of contract revenue from customers.</p>	<ul style="list-style-type: none"> <li>• Tidak memberikan dampak signifikan hanya perlu perubahan pengungkapan kebijakan akuntansi.</li> <li>• Berdampak pada pengakuan pendapatan, sehingga berpengaruh pada laba rugi periode lalu, sekarang dan masa depan.</li> <li>• Does not have a significant impact, only need to change the disclosure of accounting policies.</li> <li>• Has an impact on the recognition of income, so that it affects the profit and loss of the past, present and future.</li> </ul>
PSAK 73	<p>PSAK ini menetapkan prinsip pengakuan, pengukuran, penyajian dan pengungkapan atas sewa dengan memperkenalkan model akuntansi tunggal dengan mensyaratkan untuk mengakui aset hak guna (right of use assets) dan liabilitas sewa.</p> <p>This PSAK establishes the principles for recognizing, measuring, presenting and disclosing leases by introducing a single accounting model which requires the recognition of right of use assets and lease liabilities.</p>	<p>Dalam laporan keuangan perseroan harus mengakui aset dan liabilitas. Untuk laporan laba ruginya, perseroan akan mengalami profit lebih rendah ditahun awal. sedangkan di laporan arus kasnya, arus kas operasi akan meningkat sedangkan arus kas pendanaanya menurun.</p> <p>In the financial statements, the company must recognize assets and liabilities. For the profit and loss report, the company will experience lower profits in the early years. whereas in the cash flow statement, the operating cash flow will increase while the funding cash flow will decrease.</p>

Uraian memuat antara lain: perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan.

The description contains, among others: changes in accounting policies, reasons and their impact on financial statements.

## INFORMASI KELANGSUNGAN USAHA

### BUSINESS CONTINUITY INFORMATION

#### HAL-HAL YANG BERPOTENSI BERPENGARUH SIGNIFIKAN TERHADAP KELANGSUNGAN USAHA PERUSAHAAN PADA TAHUN 2020

Tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Perseroan selama tahun 2020, mengingat tidak terdapat kecelakaan kerja berupa fatality yang berpotensi menyebabkan Perseroan mendapatkan sanksi keras. Sepanjang tahun 2020, Perseroan telah memperoleh beberapa kontrak/ pekerjaan yang bersifat multiyear untuk tahun mendatang, selain itu posisi keuangan dan kas Perseroan dalam kondisi yang kuat untuk kegiatan operasional dan memenuhi kewajiban jangka pendek dan jangka panjang Perseroan.

Dalam mengukur serta menilai hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Perusahaan, Manajemen menggunakan Laporan Evaluasi Kinerja tahun 2020 yang telah diaudit oleh Kantor Akuntan Publik Purwanto, Sungkoro & Surja (E&Y)

Asumsi yang digunakan Manajemen dalam melakukan pengukuran dan penilaian meliputi beberapa hal sebagai berikut:

1. Aspek keuangan
  - a. Membandingkan saldo-saldo realisasi tahun 2020 dengan Laporan Keuangan yang telah diaudit.
  - b. Menghitung kembali persentase fluktuasi yang dilaporkan oleh Manajemen antara saldo-saldo aktual tahun 2020 dengan target anggaran/RKAP tahun 2020 dan saldo-saldo aktual tahun 2019.
2. Penilaian tingkat kesehatan Perusahaan
  - a. Melakukan perhitungan ulang dan membandingkan indikator kinerja keuangan antara realisasi tahun 2020 target anggaran/RKAP tahun 2020 berdasarkan kriteria yang telah ditetapkan dalam Pedoman Penilaian Kinerja Anak Perusahaan Pertamina.
  - b. Melakukan perhitungan ulang dan membandingkan indikator kinerja operasional antara realisasi tahun 2020 target anggaran/RKAP tahun 2020 berdasarkan kriteria yang telah ditetapkan dalam Pedoman Penilaian Kinerja Anak Perusahaan Pertamina.

#### MATTERS THAT HAVE THE POTENTIAL TO HAVE A SIGNIFICANT IMPACT ON THE SUSTAINABILITY OF THE COMPANY'S BUSINESS IN 2020

There are no matters that have the potential to have a significant effect on the continuity of the Company's business during 2020, considering that there are no work accidents in the form of fatality that have the potential to cause the Company to receive harsh sanctions. Throughout 2020, the Company has obtained several multiyear contracts/jobs for the coming year, besides that the Company's financial and cash position is in a strong condition for operational activities and fulfills the Company's short- and long-term obligations.

In measuring and assessing things that have the potential to have a significant effect on the Company's business continuity, Management uses the 2020 Performance Evaluation Report which has been audited by Purwanto, Sungkoro & Surja (E&Y) Public Accountants.

The assumptions used by Management in conducting measurements and assessments include the following:

1. Financial aspect
  - a. Comparing 2020 realized balances with audited financial statements.
  - b. Recalculate the percentage of fluctuation reported by Management between the actual balances for 2020 and the target budget/RKAP for 2020 and the actual balances for 2019.
2. Assessment of the health level of the Company
  - a. Recalculate and compare financial performance indicators between the 2020 realization of the 2020 budget target/RKAP based on the criteria set out in the Guidelines for the Performance Assessment of Pertamina's Subsidiaries.
  - b. Recalculate and compare operational performance indicators between the 2020 realization of the 2020 budget target/RKAP based on the criteria set out in the Guidelines for the Performance Assessment of Pertamina's Subsidiaries.

- c. Melakukan perhitungan ulang dan membandingkan indikator kinerja administrasi antara realisasi tahun 2020 target anggaran/RKAP tahun 2020 berdasarkan kriteria yang telah ditetapkan dalam Pedoman Penilaian Kinerja Anak Perusahaan Pertamina.
  - d. Melakukan perhitungan ulang dan membandingkan tingkat kesehatan Perusahaan antara realisasi tahun 2020 dengan target anggaran/RKAP tahun 2020 berdasarkan kriteria yang telah ditetapkan dalam Pedoman Penilaian Kinerja Anak Perusahaan Pertamina.
3. Perkembangan usaha Perusahaan
- a. Membandingkan informasi keuangan tahun 2020 dan 2019 dengan Laporan Keuangan yang telah diaudit.
  - b. Melakukan perhitungan ulang dan membandingkan informasi rasio keuangan tahun 2020 dan 2019.
- c. Recalculate and compare administrative performance indicators between the 2020 realization of the 2020 budget target/RKAP based on the criteria set out in the Guidelines for Performance Assessment of Pertamina's Subsidiaries.
  - d. Recalculate and compare the Company's health level between the 2020 realization and the 2020 budget target/RKAP based on the criteria set out in the Guidelines for the Performance Assessment of Pertamina's Subsidiaries.
3. Company business development
- a. Comparing 2020 and 2019 financial information with audited financial statements.
  - b. Recalculate and compare financial ratio information for 2020 and 2019.

## TINGKAT KESEHATAN PERUSAHAAN

Tingkat Kesehatan Perusahaan (TKP) mengacu pada ketentuan Pedoman Penilaian Anak Perusahaan PT Pertamina (Persero) No. A6-002/H40000/2019-S9. Adapun Penilaian diukur dari Penilaian Kinerja Keuangan, Penilaian Kinerja Pertumbuhan, Penilaian Kinerja Operasional dan Penilaian Kinerja Administrasi, dengan klasifikasi pada segmen Industri Jasa Penunjang Eksplorasi/Produksi. Berdasarkan Penilaian tersebut untuk tahun Buku 2020 dihasilkan nilai 73 dengan Klasifikasi Sehat A.

## COMPANY SOUNDNESS LEVEL

Company Soundness Level (TKP) refers to the provisions of the Guidelines for Assessment of PT Pertamina (Persero) Subsidiaries No. A6-002/H40000/2019-S9. The assessment is measured from the Financial Performance Assessment, Growth Performance Assessment, Operational Performance Assessment and Administrative Performance Assessment, with a classification in the Exploration/Production Support Services Industry segment. Based on the assessment, for the 2020 financial year the score was 73 with a Healthy Classification A.







# TATA KELOLA PERUSAHAAN

## CORPORATE GOVERNANCE

Upaya penerapan tata kelola yang telah dilaksanakan oleh Perseroan selama ini telah terbukti memberikan kontribusi yang positif serta manfaat bagi Perseroan dalam menghadapi persaingan dan tantangan bisnis yang bersifat dinamis.



So far, the Company governance implementation succeeded to provide positive contributions and benefits for the Company in facing competition and dynamic business challenges.



## PRINSIP DASAR TATA KELOLA PERUSAHAAN YANG BAIK

### GOOD CORPORATE GOVERNANCE BASIC PRINCIPLES

Tata Kelola Perusahaan yang Baik, atau *Good Corporate Governance* (GCG) secara definitif merupakan serangkaian sistem yang mengatur dan mengendalikan entitas usaha yang diharapkan mampu menciptakan nilai tambah untuk seluruh pemangku kepentingan; termasuk kepada pemegang saham. Terdapat 2 (dua) hal penekanan, yaitu pentingnya hak pemegang saham untuk memperoleh informasi dengan benar dan tepat pada waktunya bahkan hingga pemegang saham minoritas, dan, kewajiban entitas usaha untuk melakukan pengungkapan secara akurat, tepat waktu, transparan terhadap semua informasi kinerja entitas usaha, kepemilikan, dan pemangku kepentingan. Kehadiran GCG diharapkan mampu memberikan fondasi atas pengelolaan entitas usaha yang akuntabel.

Sejalan dengan perkembangan dunia usaha, prinsip GCG turut mengalami perkembangan yang mencakup sistem pengawasan dan pengendalian yang mendukung etika kerja dan pengambilan keputusan yang bertanggung jawab, mendukung integritas dalam pelaporan keuangan, pengelolaan risiko yang layak, serta hubungan pemangku kepentingan dan Perseroan yang berlandaskan etika. Di lingkup Perseroan, penilaian dilakukan atas penerapan GCG untuk memastikan terwujudnya prinsip GCG secara komprehensif.

Pada perkembangannya, Regulator bersama-sama dengan berbagai pihak yang menaruh perhatian terhadap perkembangan GCG di Indonesia memberikan penegasan yang kuat atas pentingnya hubungan yang harmonis antara entitas usaha dan pemangku kepentingan. Melalui hubungan yang harmonis ini, diharapkan akan terbentuk dunia usaha yang menghindari cara-cara menciptakan keuntungan sesaat, dan justru mampu berkontribusi bagi dimensi sosial dan lingkungan di sekitarnya.

Good Corporate Governance (GCG) constitutes a set of systems that regulate and control business entities to create added value for all stakeholders, including shareholders. There are 2 (two) points of emphasis, namely the importance of the right of shareholders and even minority shareholders to promptly obtain correct information, as well as the obligation of business entities to make accurate, timely and transparent disclosures of information on all business entity performance, ownership and stakeholders. Perseroan GCG is expected to provide a foundation for managing short- and long-term, business entities.

In line with the business world development, the principles of GCG have also evolved with a system of supervision and control that supports work ethics and responsible decision making, supports integrity in financial reporting, proper risk management, and stakeholder relations and the Company based on ethics. Within the scope of the Company, an assessment is carried out on the implementation of GCG to ensure the realization of GCG principles comprehensively.

In its development, the Regulator together with various parties that have paid attention to the development of GCG in Indonesia have provided a strong affirmation of the importance of a harmonious relationship between business entities and stakeholders. Through this harmonious relationship, it is expected that a business world will be formed which avoids the ways of creating instant profit, and can actually contribute to the surrounding social and environmental dimensions.

## PERKEMBANGAN PENERAPAN GCG DI LINGKUP PERSEROAN

### DEVELOPMENT OF GCG IMPLEMENTATION IN COMPANY ENVIRONMENT

Sebagai Perusahaan Publik yang tercatat di Bursa Efek Indonesia (BEI), Perseroan berkomitmen secara penuh untuk menerapkan prinsip-prinsip GCG sebagai landasan dalam menciptakan nilai tambah yang berkelanjutan bagi kepentingan para pemegang saham, masyarakat secara luas, dan berbagai pemangku kepentingan lainnya (pegawai, konsumen, regulator, mitra kerja, dan lain-lain) baik dalam jangka pendek maupun jangka panjang.

Tata Kelola yang dijalankan Perseroan didasari oleh prinsip-prinsip GCG, yaitu *Transparency, Accountability, Responsibility, Independency, dan Fairness* yang merupakan komitmen kuat bagi Perseroan untuk selalu menjaga dan meningkatkan nilai Perusahaan (*corporate value*), mendorong pengelolaan Perusahaan yang profesional, transparan dan efisien sehingga fundamental dan daya saing Perseroan semakin kuat dan terjaga dengan baik.

Organ Perseroan masing-masing menjalankan fungsinya dengan baik, Dewan Komisaris melakukan fungsi pengawasannya atas kebijakan pengurusan, jalannya pengurusan, baik mengenai Perseroan maupun usaha Perseroan yang dilakukan oleh Direksi, serta memberi nasihat kepada Direksi. Direksi menjalankan tugasnya secara kolegial dalam melaksanakan pengurusan Perseroan dan bertanggung jawab kepada RUPS sebagai bentuk perwujudan akuntabilitas pengelolaan Perusahaan sesuai dengan prinsip-prinsip tata kelola perusahaan.

Penerapan Tata Kelola Perusahaan selama tahun 2020 di antaranya adalah sebagai berikut:

1. Pembaruan Pedoman *Code of Conduct*
2. Pembenahan sistem *Whistleblowing System*
3. Pengkinan berbagai pedoman Kepatuhan terkait dengan Tata Kelola Perusahaan

As a Public Company listed on the Indonesia Stock Exchange (IDX), the Company is fully committed to implementing GCG principles as a basis for creating sustainable added value for the interests of shareholders, the wider community, and various other stakeholders (employees, consumers, regulators, business partners, etc.) both in the short- and long-term.

Good Corporate Governance is based on GCG principles, namely *Transparency, Accountability, Responsibility, Independence and Fairness*, which are a strong commitment for the Company to always maintain and enhance the value of the company (*corporate value*), encourage the management of a professional, transparent and efficient company, so that the fundamentals and competitiveness of the Company are getting stronger and better maintained.

Each organ of the Company performs its functions properly, the Board of Commissioners carries out its oversight function on the management policies, the management of the Company, and the Company's business is conducted by the Directors, as well as advising the Directors. The Board of Directors executes its collegial duties in carrying out the Company's teaching and is accountable to the GMS as a manifestation of the Company's management accountability in accordance with the principles of Corporate Governance

Implementation of Corporate Governance during 2020 is as follows:

1. Renewal of the Code of Conduct Guidelines
2. Revamping the Whistleblowing System
3. Updated various Compliance guidelines related to Corporate governance

## TUJUAN PENERAPAN GCG

Untuk memwujudkan Perusahaan yang berdaya saing tinggi dan terus tumbuh, Perseroan mengembangkan struktur dan sistem Tata Kelola Perusahaan sesuai dengan prinsip-prinsip GCG, dengan tujuan:

1. Mengoptimalkan nilai Perusahaan untuk membangun daya saing yang kuat baik secara nasional maupun internasional, dalam menjaga etika dan integritas agar dapat menjaga eksistensi dan pertumbuhan secara berkelanjutan dalam menghadapi era perdagangan bebas Masyarakat Ekonomi ASEAN (MEA);
2. Mendorong pengelolaan perusahaan secara profesional, efisien serta efektif selain juga memberdayakan fungsi dan meningkatkan kemandirian organ-organ dalam perusahaan;
3. Memberikan jaminan rasa aman sehingga akan menumbuhkan kepercayaan dari para investor maupun calon investor;
4. Mengarahkan serta mengendalikan hubungan kerja antara organ Perseroan;
5. Mendorong agar setiap pengambilan keputusan maupun pelaksanaannya harus dilandasi nilai moral yang tinggi dan sesuai dengan peraturan perundang-undangan yang berlaku serta tanggung jawab sosial yang tinggi;
6. Menciptakan sumber daya manusia yang profesional;
7. Meningkatkan kesejahteraan seluruh Insan Elnusa serta peningkatan kemanfaatan bagi *Stakeholders*;
8. Mencegah terjadinya penyimpangan dalam pengelolaan Perseroan;
9. Meningkatkan Budaya Kerja Perseroan.

## PRINSIP DASAR GCG DAN PENERAPANNYA

Perseroan memandang bahwa penerapan GCG merupakan sebuah pilar kuat untuk memajukan pertumbuhan. Oleh sebab itu, Perseroan berupaya untuk senantiasa menerapkan GCG terhadap seluruh pemangku kepentingan dengan mematuhi peraturan perundang-undangan yang berlaku. Peningkatan kualitas dari penerapan praktik terbaik GCG dengan secara terus menerus dilakukan, melakukan pemutakhiran berbagai kebijakan, standar, pedoman, prosedur yang disesuaikan dengan perubahan peraturan perundang-undangan yang berlaku, keadaan lingkungan bisnis, dan juga perkembangan usaha dan kinerja Perseroan.

## GCG IMPLEMENTATION OBJECTIVE

To create a Company that is highly competitive and continues to grow, the Company develops the structure and system of Corporate Governance in accordance with the principles of GCG, with the aim of:

1. Optimizing the value of the Company to build strong competitiveness both nationally and internationally, in maintaining ethics and integrity in order to maintain existence and sustainable growth in the face of the free trade era of the ASEAN Economic Community (AEC);
2. Encouraging professional, efficient and effective company management as well as empowering functions and increasing the independence of the organs in the company;
3. Providing a guarantee of security so that it will foster the trust of investors and potential investors;
4. Directing and controlling work relationships between the Company's organs;
5. Encouraging that every decision-making and its implementation must be based on high moral values and in accordance with applicable laws and regulations and high social responsibility;
6. Creating professional human resources;
7. Improving the welfare of all Elnusa Individuals and increasing the benefits for Stakeholders;
8. Preventing irregularities in the management of the Company;
9. Improving the Company's Work Culture.

## BASIC PRINCIPLES OF GCG AND ITS IMPLEMENTATION

The Company views that implementing GCG is a strong pillar to promote growth. Hence, the Company is endeavored to always apply GCG to all stakeholders by complying with applicable laws and regulations. Continuously improving the quality of GCG implementation best practices by updating various policies, standards, guidelines, procedures that are adapted to changes in legislation in force, the business environment, as well as the business development and performance of the Company.

Dalam menerapkan prinsip-prinsip GCG, Perseroan mengacu pada 5 (lima) prinsip dasar yaitu: transparansi, akuntabilitas, tanggung jawab, independensi, dan keadilan, sebagaimana telah dirilis dalam Pedoman Umum *Good Corporate Governance* yang dikeluarkan oleh Komite Nasional Kebijakan Governance (KNKG).

In the practice of GCG principles, the Company refers to 5 (five) basic principles, namely: transparency, accountability, responsibility, independence, and fairness, as released in the General Guidelines for Good Corporate Governance issued by the National Committee on Governance Policy (KNKG).

#### Asas-Asas Tata Kelola Perusahaan yang Baik Good Corporate Governance Principles



Transparansi  
Transparency



Akuntabilitas  
Accountability



Responsibilitas  
Responsibility



Independensi  
Independency



Kesetaraan/  
Kewajaran  
Equality/Fairness

Penjelasan prinsip-prinsip dasar di atas dan penerapannya secara umum di lingkup Perseroan adalah sebagai berikut:

Explanation of the basic principles above and their general application within the scope of the Company is as follows:

Prinsip Dasar Basic Principles	Penjelasan Sesuai Pedoman GCG Elnusa Explanation According to Elnusa GCG Guidelines	Penerapan di Lingkup Elnusa Application in Elnusa Scope
Keterbukaan (Transparency)	<ul style="list-style-type: none"> <li>Tersedianya kebijakan secara tertulis pada sarana akses informasi Perusahaan.</li> <li>Informasi yang disajikan selalu akurat dan memadai bagi seluruh pemangku kepentingan.</li> <li>Kemudahan dalam mengakses informasi Perusahaan.</li> <li>Availability of written policies on Company access to information.</li> <li>The information presented is always accurate and adequate for all stakeholders.</li> <li>Ease in accessing Company information.</li> </ul>	<ul style="list-style-type: none"> <li>Tersedianya Situs web Perseroan</li> <li>Tersedianya Laporan Tahunan dan Laporan Keberlanjutan.</li> <li>Tersedianya siaran Pers.</li> <li>Tersedianya berbagai pedoman secara tertulis dalam situs web Perseroan.</li> <li>Availability of the Company's Website.</li> <li>Availability of Annual Report and Sustainability Report</li> <li>Availability of press releases.</li> <li>Availability of various written guidelines on the Company's website.</li> </ul>
Akuntabilitas (Accountability)	<ul style="list-style-type: none"> <li>Penilaian kinerja secara berkala</li> <li>Proses <i>check and balance system</i> dalam pengelolaan Perseroan.</li> <li>Regular performance assessment</li> <li>Check and balance system processes in the management of the Company.</li> </ul>	<ul style="list-style-type: none"> <li>Perseroan secara berkala menyelenggarakan penilaian kinerja Dewan Komisaris, Komite Dewan Komisaris, serta Direksi.</li> <li>Melalui Rapat Umum Pemegang Saham Tahunan, Dewan Komisaris dan Direksi mempertanggungjawabkan kinerjanya kepada Pemegang Saham.</li> <li>The Company periodically conducts performance assessment of the Board of Commissioners, the Committees of the Board of Commissioners and the Board of Directors.</li> <li>Through the Annual General Meeting of Shareholders, the Board of Commissioners and Board of Directors have responsibility for their performance to the Shareholders.</li> </ul>

Prinsip Dasar Basic Principles	Penjelasan Sesuai Pedoman GCG Elnusa Explanation According to Elnusa GCG Guidelines	Penerapan di Lingkup Elnusa Application in Elnusa Scope
Pertanggungjawaban (Responsibility)	<ul style="list-style-type: none"> <li>• Menjunjung tinggi integritas Perseroan melalui <i>Corporate Value</i>.</li> <li>• Melaksanakan praktik bisnis secara bertanggung jawab.</li> <li>• Upholding the integrity of the Company through Corporate Value.</li> <li>• Implementing business practices responsibly</li> </ul>	<ul style="list-style-type: none"> <li>• Penerapan standar etika Perseroan.</li> <li>• Tersedianya berbagai bisnis proses secara update.</li> <li>• Application of Company code of conduct.</li> <li>• Availability of various business processes in an update.</li> </ul>
Kemandirian (Independency)	<ul style="list-style-type: none"> <li>• Keputusan yang Objektif untuk setiap proses bisnis yang dilakukan.</li> <li>• Menghindari adanya potensi Benturan Kepentingan.</li> <li>• Objective decisions for each business process that is carried out.</li> <li>• Avoiding potential conflicts of interestn.</li> </ul>	<ul style="list-style-type: none"> <li>• Perseroan melaksanakan kegiatan usaha secara mandiri dan tidak mendapat intervensi dari Pemegang Saham Pengendali maupun pemangku kepentingan lainnya.</li> <li>• The Company carries out business activities independently and does not get any intervention from the Controlling Shareholders or other stakeholders.</li> </ul>
Kesetaraan dan Kewajaran (Fairness)	<ul style="list-style-type: none"> <li>• Perlakuan yang setara terhadap pemegang saham</li> <li>• Perlakuan yang setara kepada para karyawan</li> <li>• Equal treatment for shareholders</li> <li>• Equal treatment for employees</li> </ul>	<ul style="list-style-type: none"> <li>• Pemanggilan RUPS dilakukan 21 hari sebelum pelaksanaan RUPS dengan menggunakan bahasa Indonesia dan bahasa Inggris.</li> <li>• Penyampaian CV dari masing-masing calon pengurus Perseroan dalam situs Web Perseroan.</li> <li>• Tersedianya akses yang memudahkan para pemegang saham untuk memperoleh dokumen proxy pemegang saham</li> <li>• Invitation to the GMS are carried out 21 days before the GMS, using Indonesian and English.</li> <li>• Submission of CVs from each candidate for the management of the Company on the Company's website.</li> <li>• Availability of access that facilitate the shareholders to obtain shareholder proxy documents.</li> </ul>

## DASAR HUKUM

Penerapan GCG di Perseroan mengacu kepada beberapa ketentuan, peraturan, serta perundang-undangan yang berlaku, yaitu:

1. Undang-Undang Republik Indonesia
  - a. Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas.
  - b. Undang-Undang Republik Indonesia No. 8 Tahun 1995 tentang Pasar Modal
  - c. Undang-Undang Republik Indonesia .No. 28 Tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme
  - d. Undang-Undang Republik Indonesia No. 5 Tahun 1999 tentang Larangan Praktik Monopoli dan Persaingan Usaha Tidak Sehat.
  - e. Undang-Undang Republik Indonesia No. 13 Tahun 2003 tentang Ketenagakerjaan.
  - f. Undang-Undang Republik Indonesia No. 20 Tahun 2001 tentang Perubahan atas

## LEGAL BASIS

The implementation of GCG in the Company refers to a number of applicable rules, regulations and laws, namely:

1. Laws of the Republic Indonesia
  - a. Republic of Indonesia Law No. 40 of 2007 concerning Limited Liability Companies.
  - b. Republic of Indonesia Law No. 8 of 1995 concerning Capital Markets.
  - c. Republic of Indonesia Law No. 28 of 1999 concerning State Administrators who are Clean and Free of Corruption, Collusion and Nepotism.
  - d. Republic of Indonesia Law No. 5 of 1999 concerning Prohibition of Monopolistic Practices and Unfair Business Competition.
  - e. Republic of Indonesia Law No. 13 of 2003 concerning Manpower.
  - f. Republic of Indonesia Law No. 20 of 2001 concerning Amendments to the Law of

- Undang-Undang Republik Indonesia No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi
- g. Undang-Undang Republik Indonesia No. 15 Tahun 2002 tentang Tindak Pidana Pencucian Uang sebagaimana telah diubah dengan Undang-Undang Republik Indonesia No. 25 Tahun 2003
- h. Undang-Undang Republik Indonesia No. 11 Tahun 2008 tentang Informasi dan Transaksi Elektronik
- i. Undang-Undang Republik Indonesia No. 14 Tahun 2008 tentang Keterbukaan Informasi
2. Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) yang telah dialihfungsikan menjadi Otoritas Jasa Keuangan (OJK), serta Peraturan Bursa Efek Indonesia (BEI)
- a. Peraturan Bapepam-LK No. X.K.4, Lampiran Keputusan Ketua Bapepam No. Kep-27/PM/2003 Tanggal 17 Juli 2003 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum
- b. Peraturan Bapepam-LK No. IX.I.5, Lampiran Keputusan Ketua Bapepam No. Kep-29/Pm/2004 Tanggal 24 September 2004 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit
- c. Peraturan Bapepam-LK No. IX.J.1, Lampiran Ketua Bapepam dan Lembaga Keuangan No. Kep-179/BI/2008 Tanggal 14 Mei 2008, tentang Pokok-Pokok Anggaran Dasar Perusahaan yang Melakukan Penawaran Umum Efek Bersifat Ekuitas dan Perubahan Publik
- d. Peraturan Bapepam-LK No. X.K.2, Lampiran Keputusan Ketua Bapepam dan Lembaga Keuangan No. Kep-346/BI/2011 Tanggal 5 Juli 2011, tentang Penyampaian Laporan Keuangan Berkala Emiten atau Perusahaan Publik
- e. Peraturan OJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik
- f. Peraturan OJK No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik
- g. Peraturan OJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik
- the Republic of Indonesia No. 31 of 1999 concerning Eradication of Corruption Crimes
- g. Republic of Indonesia Law No. 15 of 2002 concerning Criminal Acts of Money Laundering as amended by Law of the Republic of Indonesia No. 25 of 2003.
- h. Law of the Republic of Indonesia No. 11 of 2008 concerning Electronic Information and Transactions
- i. Law of the Republic of Indonesia No. 14 of 2008 concerning Information Openness
2. Capital Market and Financial Institution Supervisory Agency (Bapepam-LK) Regulations that have been converted into Financial Services Authority (OJK), and Indonesian Stock Exchange Regulations (IDX)
- a. Bapepam-LK Regulation No. X.K.4, Attachment to the Decree of the Chairman of Bapepam No. Kep-27/PM/2003 dated July 17, 2003 concerning Realization of the Use of Proceeds from Public Offering
- b. Bapepam-LK Regulation No. IX.I.5, Attachment to the Decree of the Chairman of Bapepam No. Kep-29/PM/2004 dated 24 September 2004 concerning the Formation and Guidelines for the Implementation of Audit Committee Work
- c. Bapepam-LK Regulation No. IX.J.1, Attachment of Chairman of Bapepam and Financial Institution No. Kep-179/BI/2008 dated May 14, 2008, concerning Principles of Articles of Association of Companies Conducting Public Offering of Equity-Type Securities and Public Changes
- d. Bapepam-LK Regulation No. X.K.2, Attachment to Decree of the Chairman of Bapepam and Financial Institution No. Kep-346/BI/2011 dated July 5, 2011, concerning Submission of Periodic Financial Statements of Issuers or Public Companies
- e. OJK Regulation No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies
- f. OJK Regulation No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies
- g. OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies

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| <ul style="list-style-type: none"> <li>h. Peraturan OJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik</li> <li>i. Peraturan OJK No. 21/ POJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka</li> <li>j. Peraturan OJK No. 30/POJK.04/2015 tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum.</li> <li>k. Peraturan OJK No. 31/POJK.04/2015 tentang Keterbukaan atas Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik</li> <li>l. Peraturan OJK No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit</li> <li>m. Peraturan OJK No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal.</li> <li>n. Peraturan OJK No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik</li> <li>o. Surat Edaran OJK No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka</li> <li>p. Surat Edaran OJK No. 30/SEOJK.04/2016 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik</li> <li>q. Peraturan OJK No. 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka</li> <li>r. Peraturan OJK No. 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan</li> <li>s. Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka</li> <li>t. Peraturan Otoritas Jasa Keuangan No. 16/ POJK.04/2020 tentang Pelaksanaan Rapat Umum Pemegang Saham Perusahaan</li> </ul> | <ul style="list-style-type: none"> <li>h. OJK Regulation No. 8/POJK.04/2015 concerning Issuer's or Public Companies' Websites</li> <li>i. OJK Regulation No. 21/POJK.04/2015 concerning Guidelines for Public Company Governance</li> <li>j. OJK Regulation No. 30/POJK.04/2015 concerning Realization Report on the Use of Funds from Public Offering.</li> <li>k. OJK Regulation No. 31/POJK.04/2015 concerning Transparency of Material Information or Facts by Issuers or Public Companies</li> <li>l. OJK Regulation No. 55/POJK.04/2015 concerning the Formation and Guidelines for the Work Implementation of the Audit Committee</li> <li>m. OJK Regulation No. 56/POJK.04/2015 concerning the Formation and Guidelines for the Preparation of Internal Audit Unit Charter.</li> <li>n. OJK Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies</li> <li>o. OJK Circular No. 32/SEOJK.04/2015 concerning Guidelines for Open Corporate Governance</li> <li>p. OJK Circular No. 30/SEOJK.04/2016 concerning the Form and Content of Issuers or Public Companies' Annual Reports</li> <li>q. OJK Regulation No. 11/POJK.04/2017 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares</li> <li>r. OJK Regulation No. 13/POJK.03/2017 concerning Use of Public Accountant Services and Public Accountant Offices in Financial Services Activities</li> <li>s. Financial Services Authority Regulation No. 15/POJK.04/2020 concerning Planning and Implementation of General Meeting of Shareholders of Public Companies</li> <li>t. Financial Services Authority Regulation No. 16/POJK.04/2020 concerning the Implementation of the General Meeting</li> </ul> |
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- Terbuka Secara Elektronik.
- u. Peraturan Otoritas Jasa Keuangan No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha.
  - v. Peraturan Otoritas Jasa Keuangan No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan.
  - w. Lampiran Keputusan Direksi BEI No. Kep-305/BEJ/07-2004 tanggal 19 Juli 2004 tentang Peraturan No. I-A Pencatatan Saham dan Efek Bersifat Ekuitas Selain Saham yang diterbitkan oleh Perseroan tercatat
3. Pedoman Umum *Good Corporate Governance* Indonesia Tahun 2006 yang diterbitkan oleh Komite Nasional Kebijakan Governance tanggal 17 Oktober 2006 ("Pedoman Umum GCG Indonesia KNKG").
  4. Anggaran Dasar Perseroan terakhir, yang telah disahkan melalui Akta 31 tanggal 11 April tahun 2019.
  5. ISO 26000 tentang Panduan Tanggung Jawab Sosial
  6. OECD 2004 *Principles of Corporate Governance*.
- of Shareholders of Public Companies Electronically.
  - u. Financial Services Authority Regulation No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities.
  - v. Financial Services Authority Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions
  - w. Attachment to IDX Board of Directors Decree No. Kep-305/BEJ/07-2004 dated July 19, 2004 concerning Regulation No. I-A Listing of Shares and Equity Securities Other than Shares issued by the Company are listed
3. 2006 General Guidelines for Good Corporate Governance in Indonesia published by the National Committee on Governance on October 17, 2006 ("General Guidelines on Indonesian GCG KNKG").
  4. The latest Company's Articles of Association, which have been ratified through Deed 31 dated April 11, 2019.
  5. ISO 26000 on Social Responsibility Guidelines
  6. OECD 2004 Principles of Corporate Governance.

## INFRASTRUKTUR DAN SOFTSTRUCTURE GCG ELNUSA

### ELNUSA GCG INFRASTRUCTURE AND SOFTSTRUCTURE

#### INFRASTRUKTUR GCG

Berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, infrastruktur keorganisasian sebuah Perseroan Terbatas mencakup kepentingan pemegang saham yang dituangkan melalui Rapat Umum Pemegang Saham (RUPS); Direksi dengan tugasnya untuk mengelola; serta Dewan Komisaris yang berfungsi melakukan pengawasan. Sistem kepengurusan PT menganut model 2 (dua) badan atau *two tier system*, yaitu Dewan Komisaris dan Direksi dengan kewenangan dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanahkan dalam peraturan dan perundang-undangan serta Anggaran Dasar.

Perseroan memiliki ketiga organ utama tersebut, baik RUPS, Dewan Komisaris dan Direksi. Dewan Komisaris dan Direksi memiliki tanggung jawab untuk memelihara kesinambungan usaha Perseroan dalam jangka panjang. Oleh karena itu, Dewan Komisaris dan Direksi harus memiliki kesamaan persepsi terhadap visi, misi, dan nilai-nilai inti serta budaya Perseroan.

Infrastruktur GCG Perseroan juga mengikutsertakan beberapa aspek penting yang berperan untuk mendukung penguatan kontrol dan pengelolaan terhadap Perseroan, terdiri dari organ pendukung yang meliputi Sekretaris Perusahaan dan Unit Audit Internal yang berada di bawah Direksi, serta Komite Audit, Komite Nominasi dan Remunerasi, dan Komite Manajemen Risiko yang berada di bawah Dewan Komisaris. Selain itu, terdapat proses audit independen atas laporan keuangan dan laporan lainnya yang dilakukan oleh akuntan eksternal dalam memperkuat kontrol khususnya terkait laporan kinerja Perseroan. Struktur tersebut telah sesuai dengan ketentuan regulasi yang berlaku di Indonesia.

#### GCG INFRASTRUCTURE

Pursuant to Law No. 40 of 2007 concerning Limited Liability Companies, the organizational infrastructure of a Limited Liability Company includes the interests of shareholders as outlined in the General Meeting of Shareholders (GMS); Directors with their duties to manage; and the Board of Commissioners whose function is to supervise. The Company's management system follows the model of 2 (two) bodies or two tier systems, namely the Board of Commissioners and the Board of Directors with clear authority and responsibilities in accordance with their respective functions as mandated in regulations and laws and the Articles of Association.

The Company has three main organs, the GMS, the Board of Commissioners and the Board of Directors. The Board of Commissioners and Directors have the responsibility for maintaining the Company's long-term business sustainability. Therefore, the Board of Commissioners and the Board of Directors must have a common perception of the Company's vision, mission and core values and culture.

The Company's GCG infrastructure also includes several important aspects that play a role in supporting the strengthening of control and management of the Company, comprised of supporting organs including the Corporate Secretary and Internal Audit Unit under the Board of Directors, as well as the Audit Committee, the Nomination and Remuneration Committee, and the Risk Management Committee under the Board of Commissioners. In addition, there is an independent audit process for financial reports and other reports carried out by external accountants in strengthening control, especially related to the Company's performance report. The structure is in accordance with the applicable regulations in Indonesia.

## SOFTSTRUCTURE GCG

*Softstructure* atau perangkat lunak GCG merupakan sebuah mekanisme penerapan prinsip GCG di lingkup sebuah entitas usaha. *Softstructure* GCG terdiri dari berbagai peraturan dan kebijakan yang mengatur lingkup tanggung jawab organ GCG, dan hubungan kerja antar organ GCG; termasuk dengan pemangku kepentingan baik internal maupun eksternal.

Mekanisme penerapan prinsip GCG sendiri merupakan mekanisme atas implementasi tata kelola perusahaan yang tercermin dalam sistem yang kuat. Hal ini menjadi penting, karena implementasi tata kelola perusahaan tidak cukup hanya dengan mengandalkan pilar *governance structure*, melainkan dibutuhkan adanya aturan main yang jelas dalam bentuk mekanisme. *Governance mechanism* dapat diartikan sebagai aturan main, prosedur dan hubungan yang jelas antara pihak yang mengambil keputusan dengan pihak yang melakukan kontrol (pengawasan) terhadap keputusan tersebut.

Perseroan telah menyusun, menerapkan dan memperbaharui *softstructure* GCG yang terdiri dari Kebijakan dan Prosedur Operasional, meliputi antara lain:

## GCG SOFT STRUCTURE

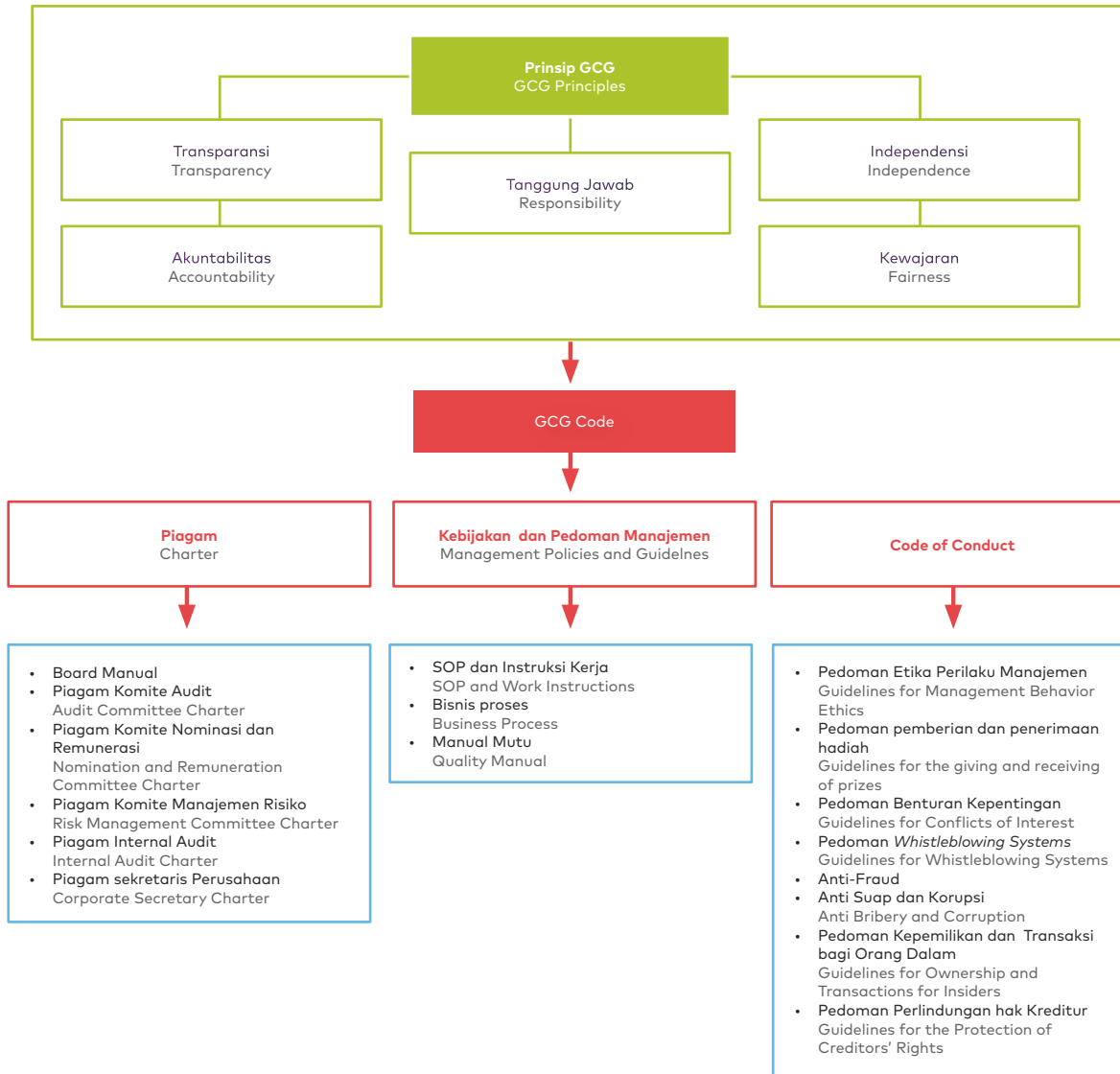
*Softstructure* or *GCG software* is a mechanism for implementing GCG principles within the scope of a business entity. The *GCG Soft Structure* consists of various regulations and policies governing the scope of responsibility of the GCG organs, and working relationships between GCG organs; including with internal and external stakeholders.

The mechanism for implementing GCG principles itself is a mechanism for implementing corporate governance that is reflected in a strong system. This is important, because the implementation of corporate governance is not enough just to rely on the pillars of *governance structure*, but it needs clear rules in the form of mechanisms. *Governance mechanism* can be interpreted as the rules of the game, procedures and clear relations between the parties that make decisions with those who exercise control of these decisions.

The Company has compiled, implemented and updated the *GCG Softstructure* consisting of Operational Policies and Procedures, including:

GCG Softstructure	
Anggaran Dasar Perusahaan The Company's Article of Association	Pedoman Etika Perilaku Manajemen Guidelines for Management Behavior Ethics
Panduan Tata Kelola Perusahaan (GCG Code) Good Corporate Governance (GCG Code)	Pedoman pemberian dan penerimaan hadiah Guidelines for the giving and receiving of prizes
Panduan Perilaku (Code of Conduct) Code of Conduct	Pedoman Benturan Kepentingan Guidelines for Conflicts of Interest
<i>Board Manual</i> (Buku Panduan Dewan Komisaris dan Direksi) Board Manual (Board of Commissioners and Directors Guidebook)	Pedoman <i>Whistleblowing System</i> Guidelines for Whistleblowing System
Piagam Komite Audit Audit of Committee Charter	Pedoman Anti-Fraud Anti-Fraud Guidelines
Piagam Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Charter	Pedoman Anti Suap dan Korupsi Anti Bribery and Corruption Guidelines
Piagam Komite Manajemen Risiko Risk Management Committee Charter	Pedoman Kepemilikan dan Transaksi bagi Orang Dalam Guidelines for Ownership and Transactions for Insiders
Piagam Sekretaris Perusahaan Corporate Secretary Charter	Pedoman Perlindungan Hak Kreditur Guidelines for the Protection of Creditors' Rights
Piagam Internal Audit Internal Audit Charter	Kebijakan SOP dan Instruksi Kerja SOP Policy and Work Instruction
Pedoman Manual Mutu Quality Manual Guidelines	Kebijakan Bisnis Proses Business Process Policy

**Hirarki Kebijakan dan Prosedur Operasional Perseroan**  
Company's Hierarchy Policies and Operational Procedures

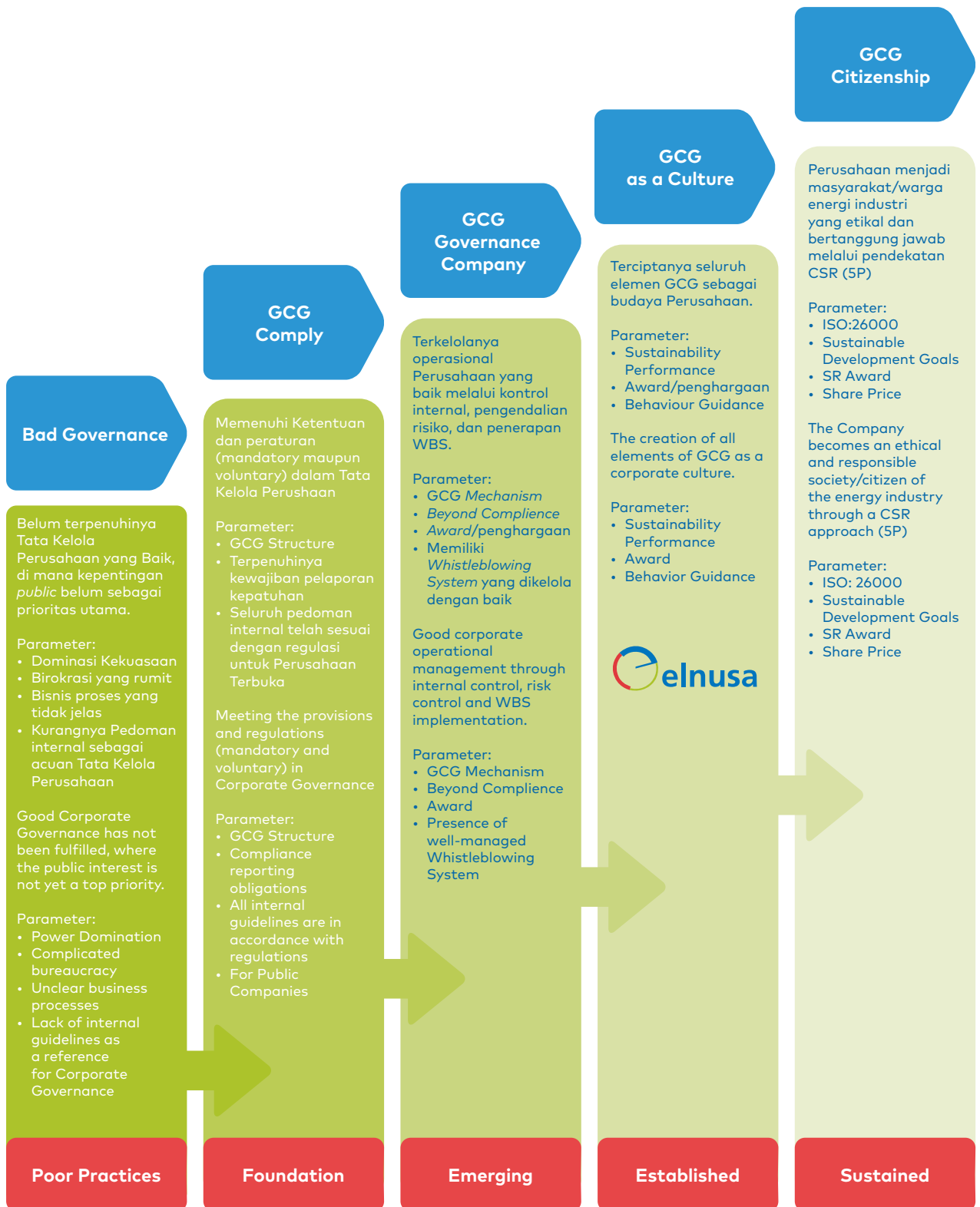


Kebijakan dan Prosedur Operasional terkait penerapan GCG di lingkup Perseroan telah diterbitkan dalam situs web Perseroan dengan alamat [www.elnusa.co.id](http://www.elnusa.co.id), yang tersaji dalam Bahasa Indonesia dan Inggris dan selalu dilakukan pemutakhiran secara berkala untuk disesuaikan dengan kondisi dan *best practices* serta perubahan peraturan perundang-undangan yang berlaku.

Operational policies and procedures related to the implementation of GCG within the Company's scope have been published on the Company's website at [www.elnusa.co.id](http://www.elnusa.co.id), which are presented in Indonesian and English and are always updated regularly in accordance with the conditions and best practices as well as changes in the applicable laws and regulations.

# ROADMAP PENGEMBANGAN TATA KELOLA PERUSAHAAN YANG BAIK

## GOOD CORPORATE GOVERNANCE DEVELOPMENT ROADMAP



## **PENILAIAN ATAU EVALUASI ATAS PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK**

### **ASSESSMENT OR EVALUATION OF THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE**

#### **DASAR PENILAIAN DAN METODE**

Perseroan memiliki komitmen untuk selalu menerapkan standar tata kelola yang terbaik dengan selalu berusaha menerapkan praktik tata kelola yang baik melalui berbagai usaha perbaikan dan peningkatan, serta merujuk pada standar minimal maupun rekomendasi yang harus dipenuhi.

Sesuai Peraturan OJK (POJK) No. 21/POJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka, Perseroan sebagai perusahaan terbuka wajib untuk melakukan pengukuran terhadap penerapan GCG yang dilakukan melalui penilaian (*assessment*). Perseroan melakukan penilaian penerapan GCG secara konsisten setiap tahunnya untuk mengetahui tingkat kecukupan penerapan GCG di lingkungan Perseroan. Penilaian yang dilakukan oleh Perseroan menggunakan berbagai acuan standar praktik terbaik (*best practices*) yang berlaku. Perseroan melakukan penilaian penerapan GCG dengan menggunakan standar praktik praktik terbaik yang berlaku di Indonesia maupun di luar negeri, yaitu *ASEAN Corporate Governance Scorecard*.

#### **BASIC ASSESSMENT AND METHODS**

The Company has a commitment to always apply the best governance standards by always trying to apply good governance practices through various improvements and upgrading efforts, as well as referring to the minimum standards and recommendations that must be met.

Pursuant to OJK Regulation (POJK) No. 21/POJK.04/2015 concerning Guidelines for Public Company Governance, the Company as a public company is required to take measurements of the implementation of GCG which is carried out through an assessment. The Company evaluates the practice of GCG consistently every year to determine the level of adequacy of GCG implementation within the Company. The assessment conducted by the Company uses various applicable best practice standards. The Company evaluates the implementation of GCG using best practice standards that apply in Indonesia and abroad, namely the *ASEAN Corporate Governance Scorecard*.

## ASSESSMENT PENERAPAN GCG TAHUN BUKU 2020

Pelaksanaan *assessment* penerapan GCG untuk tahun buku 2020, dilakukan oleh Indonesian Institute for Corporate Directorship (IICD) dengan menerapkan ASEAN CG Scorecard. Adapun hasil penilaian ASEAN CG Scorecard untuk tahun 2020 adalah sebagai berikut:

### Capaian Penilaian ASEAN CG Scorecard Elnusa ASEAN CG Scorecard Assessment Results of Elnusa

Total Nilai untuk Praktik CF PT Elnusa Tbk Komponen Penilaian		Total Value of PT Elnusa Tbk CF Practice Assessment Component
A.	Hak-hak Pemegang Saham Total skor kasar* bobot = 90,47 x 10%	Shareholders Rights Total rough score* weight = 90.47 x 10%
B.	Perlakuan Setara terhadap Pemegang Saham 64,29 x 10%	Equal Treatment for Shareholders 64.29 x 10%
C.	Peran Pemangku Kepentingan 92,30 x 15%	Stakeholders Role 92.30 x 15%
D.	Keterbukaan dan Transparansi 90,63 x 25%	Disclosure and Transparency 90.63 x 25%
E.	Tanggung Jawab Dewan Komisaris 76,92 x 40%	Board of Commissioners Responsibility 76.92 x 40%
F.	Bonus	Bonus
G.	Penalti	Penalty
<b>TOTAL SKOR TERTIMBANG</b>		<b>TOTAL SCORE</b>
<b>87,75</b>		

Total nilai (*overall score*) praktik GCG yang diperoleh Perusahaan untuk tahun buku 2020 (*ASEAN Scorecard 2021*) adalah sebesar 87,75 poin. Secara *overall*, hasil *Assessment* implementasi GCG ELSA mendapatkan predikat "GOOD", artinya Perusahaan mengadopsi sebagian standar internasional.

Apabila dilihat dari nilai atau skor kasar (tidak tertimbang), dapat disimpulkan bahwa tingkat kepatuhan perusahaan untuk prinsip Bagian A (prinsip hak-hak pemegang saham) mencapai 90,47 persen, Bagian B (prinsip perlakuan setara terhadap pemegang saham) mencapai 64,29 persen, Bagian C (prinsip peran para pemangku kepentingan) mencapai 92,30 persen, Bagian D (prinsip pengungkapan dan transparansi) mencapai 90,63 persen, serta Bagian E (prinsip tanggung jawab dewan) mencapai 76,92 persen.

## ASSESSMENT OF GCG IMPLEMENTATION FOR 2020 FISCAL YEAR

An assessment of the application of GCG for the 2020 fiscal year was carried out by the Indonesian Institute for Corporate Directorship (IICD) by applying the ASEAN CG Scorecard. The results of the ASEAN CG Scorecard assessment for 2020 are as follows:

The total score (*overall score*) of GCG practices obtained by the Company for the 2020 financial year (*2021 ASEAN Scorecard*) reached 87.75 points. Overall, the results of the ELSA GCG implementation assessment received the title "GOOD", meaning that the Company adopted some international standards.

When viewed from a value or rough score (unweighted), it can be concluded that the level of company compliance with the principle of Part A (the principle of shareholder rights) reaches 90.47%, Part B (the principle of equal treatment of shareholders) reached 64.29%, Part C (the principle of stakeholder role) reached 92.30%, Part D (the principle of disclosure and transparency) reached 90.63%, and Part E (principle of board responsibility) reached 76.92%.

## STRUKTUR ORGAN TATA KELOLA PERUSAHAAN YANG BAIK

### ORGANIZATIONAL STRUCTURE OF GOOD CORPORATE GOVERNANCE

Secara garis besar, struktur GCG di lingkup Perseroan mengacu kepada Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas, yang terdiri dari 3 (tiga) organ utama yaitu Rapat Umum Pemegang Saham (RUPS), Direksi, dan Dewan Komisaris. Seperti yang telah diuraikan sebelumnya, sistem pengelolaan Perseroan Terbatas menganut model 2 (dua) badan atau *two tier system*, yaitu Dewan Komisaris dan Direksi dengan kewenangan dan tanggung jawab yang jelas sesuai fungsinya masing-masing sebagaimana diamanahkan dalam peraturan dan perundang-undangan serta Anggaran Dasar. Sementara RUPS merupakan forum bagi pemegang saham untuk memutuskan hal-hal yang bersifat strategis.

1. Rapat Umum Pemegang Saham, yang selanjutnya disebut RUPS adalah Organ Perseroan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam Undang-Undang dan/ atau Anggaran Dasar.
2. Dewan Komisaris adalah Organ Perseroan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta memberi nasihat kepada Direksi.
3. Direksi adalah Organ Perseroan yang berwenang dan bertanggung jawab penuh atas pengurusan Perseroan untuk kepentingan Perseroan, sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar.

Broadly speaking, the structure of GCG within the Company's scope refers to Law No. 40 of 2007 concerning Limited Liability Companies, consisting of 3 (three) main organs, namely the General Meeting of Shareholders (GMS), Directors, and Board of Commissioners. As explained earlier, the Limited Liability Company management system adheres to a 2 (two) body model or two tier system, namely the Board of Commissioners and the Board of Directors with clear authority and responsibilities in accordance with their respective functions as mandated in the rules and regulations as well as the Articles of Association. Meanwhile, the GMS is a forum for shareholders to decide on strategic matters.

1. General Meeting of Shareholders, hereinafter referred to as RUPS, is an Organ of the Company which has authority not given to the Directors or the Board of Commissioners within the limits specified in the Law and/or Articles of Association.
2. The Board of Commissioners is a Company organ that is responsible for conducting general and/or specific supervision in accordance with the Articles of Association and giving advice to the Directors.
3. The Board of Directors is a Company organ that has the authority and is fully responsible for the management of the Company for the interests of the Company, in accordance with the aims and objectives of the Company and represents the Company, both inside and outside the court in accordance with the provisions of the Articles of Association.





## PENERAPAN ASPEK DAN PRINSIP TATA KELOLA PERUSAHAAN SESUAI KETENTUAN OTORITAS JASA KEUANGAN

Pedoman tata kelola perusahaan terbuka diatur dalam Peraturan Otoritas Jasa Keuangan Nomor 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka dan Surat Edaran Otoritas Jasa Keuangan (SEOJK) terkait Pedoman tata Kelola Perusahaan Terbuka.

Peraturan tersebut mengatur tentang pedoman tata kelola perusahaan terbuka yang mencakup 5 (lima) aspek, 8 (delapan) prinsip, serta 25 (dua puluh lima) rekomendasi penerapan aspek dan prinsip tata kelola perusahaan yang baik berdasarkan pendekatan "comply or explain" sebagai berikut:

## IMPLEMENTATION OF ASPECTS AND PRINCIPLES OF CORPORATE GOVERNANCE ACCORDING TO THE TERMS OF FINANCIAL SERVICES AUTHORITY

Guidelines for public company governance are regulated in Financial Services Authority Regulation No. 21/POJK.04/2015 concerning the Implementation of Open Corporate Governance Guidelines and Financial Services Authority Circular Letter (SEOJK) related to Guidelines for Public Corporate Governance.

The regulation governs the guidelines for public company governance which includes 5 (five) aspects, 8 (eight) principles, and 25 (twenty-five) recommendations for the application of aspects and principles of good corporate governance based on the "comply or explain" approach as follows:

Prinsip Principles	Rekomendasi Recommendation	Implementasi Implementation
Aspek 1: Hubungan Perusahaan Terbuka dengan Pemegang Saham Dalam Menjamin Hak-Hak Pemegang Saham Aspect 1: Public Company Relations with Shareholders in Guaranteeing the Rights of Shareholders		
1. Meningkatkan nilai penyelenggaraan Rapat Umum Pemegang Saham (RUPS)	<ol style="list-style-type: none"> <li>Perusahaan terbuka memiliki cara atau prosedur teknis pengumpulan (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi dan kepentingan pemegang saham.</li> <li>Seluruh anggota Direksi dan anggota Dewan Komisaris perusahaan terbuka hadir dalam RUPS Tahunan.</li> <li>Ringkasan risalah RUPS tersedia dalam situs web perusahaan terbuka paling sedikit selama 1 (satu) tahun.</li> </ol>	<ol style="list-style-type: none"> <li>Terpenuhi Perseroan telah memiliki aturan terkait penyelenggaraan RUPS di mana voting dilakukan secara terbuka dengan mengangkat tangan sesuai dengan aturan yang telah disampaikan oleh pemimpin rapat. Sedangkan voting tertutup dilakukan melalui kartu suara yang dibagikan kepada setiap peserta rapat. Hal ini disampaikan kepada pemegang saham dalam tata tertib RUPS.</li> <li>Terpenuhi Dalam RUPS Tahunan 2019 dihadiri oleh seluruh anggota Dewan Komisaris, serta dihadiri oleh seluruh anggota Direksi.</li> <li>Terpenuhi Ringkasan risalah RUPS selama 3 (tiga) tahun terakhir tersedia dalam web Perseroan (<a href="http://www.elnusa.co.id">www.elnusa.co.id</a>)</li> </ol>
2. Meningkatkan kualitas komunikasi perusahaan terbuka dengan pemegang saham atau investor	<ol style="list-style-type: none"> <li>Perusahaan terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor.</li> <li>Perusahaan terbuka mengungkapkan kebijakan komunikasi perusahaan terbuka dengan pemegang saham atau investor dalam situs web.</li> </ol>	<ol style="list-style-type: none"> <li>Terpenuhi Perseroan telah memiliki kebijakan komunikasi dengan pemegang saham atau investor melalui aktivitas <i>Non Deal Roadshow</i>, pertemuan analyst, <i>Conference</i> dan <i>public expose</i>.</li> <li>Terpenuhi Materi dan Informasi yang dimiliki oleh Perseroan selalu disampaikan dalam web Perseroan (<a href="http://www.elnusa.co.id">www.elnusa.co.id</a>) untuk menjamin kesetaraan penyampaian informasi kepada para pemegang saham atau investor</li> </ol>

Prinsip Principles	Rekomendasi Recommendation	Implementasi Implementation
1. Increasing the value of hosting General Meetings of Shareholders (GMS).	<ol style="list-style-type: none"> <li>Open companies have to have technical means or procedures for voting both openly and in a closed process. These procedures must prioritize the independence and interests of shareholders</li> <li>All members of the Board of Directors and members of the Board of Commissioners have to be present at the Annual GMS of Public Companies.</li> <li>A summary of the minutes of the GMS has to be available on a Public Company's website for at least 1 (one) year.</li> </ol>	<ol style="list-style-type: none"> <li>Fulfilled The Company has rules regarding the implementation of the GMS. Voting is carried out openly by raising hands in accordance with rules that have been submitted by the meeting's leader. Closed voting is done through a sound card that is distributed to each meeting participant. These rules were conveyed to shareholders in the rules of the GMS.</li> <li>Fulfilled The 2019 Annual General Meeting of Shareholders was attended by all members of the Board of Commissioners, and was attended by all members of the Board of Directors.</li> <li>Fulfilled A summary of the minutes of the GMS for the last 3 (three) years is available on the Company's website (<a href="http://www.elnusa.co.id">www.elnusa.co.id</a>)</li> </ol>
2. Increasing the quality of communication with shareholders or investors.	<ol style="list-style-type: none"> <li>The Public Company has to have a communication policy with shareholders or investors.</li> <li>The Public Company has to disclose communication policies with shareholders or investors in its website.</li> </ol>	<ol style="list-style-type: none"> <li>Fulfilled The Company has a communication policy with shareholders or investors through its Non Deal Roadshow activities, its analysts, its conferences and its public expose meetings.</li> <li>Fulfilled The materials and information held by the Company is always submitted to the Company's website (<a href="http://www.elnusa.co.id">www.elnusa.co.id</a>) to ensure equality of information delivery to shareholders or investors</li> </ol>

**Aspek 2: Fungsi dan Peran Dewan Komisaris**  
 Aspect 2: Function and Role of the Board of Commissioners

1. Memperkuat keanggotaan dan komposisi Dewan Komisaris.	<ol style="list-style-type: none"> <li>Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka.</li> <li>Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.</li> </ol>	<ol style="list-style-type: none"> <li>Terpenuhi Penentuan jumlah anggota Dewan Komisaris telah disesuaikan dengan peraturan yang berlaku serta Anggaran Dasar Perseroan sesuai dengan kondisi dan kebutuhan. Perseroan memiliki 5 anggota Dewan Komisaris.</li> <li>Terpenuhi Komposisi anggota Dewan Komisaris telah memenuhi aspek keberagaman keahlian, pengetahuan dan pengalaman serta kondisi dan kompleksitas bisnis Perseroan.</li> </ol>
2. Meningkatkan kualitas pelaksanaan tugas dan tanggung jawab Dewan Komisaris.	<ol style="list-style-type: none"> <li>Dewan Komisaris mempunyai kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Dewan Komisaris.</li> <li>Kebijakan penilaian sendiri (<i>self-assessment</i>) untuk menilai kinerja Dewan Komisaris diungkapkan melalui Laporan Tahunan Perusahaan Terbuka.</li> <li>Dewan Komisaris memiliki kebijakan terkait dengan pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan.</li> <li>Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi.</li> </ol>	<ol style="list-style-type: none"> <li>Terpenuhi Perseroan telah memiliki kebijakan umum terkait dengan penilaian kinerja Dewan Komisaris yang tertuang dalam <i>Board Manual</i> dan situs web Perseroan.</li> <li>Terpenuhi Perseroan menyampaikan kebijakan penilaian dalam laporan tahunan bagian Tata Kelola Perusahaan sub bab Penilaian kinerja Dewan Komisaris.</li> <li>Terpenuhi Perseroan memiliki kebijakan pengunduran diri secara umum yang tertuang dalam Anggaran Dasar dan <i>Board Manual</i> Perseroan.</li> <li>Terpenuhi Perseroan melalui komite Nominasi dan Remunerasi telah memiliki kebijakan dalam proses nominasi anggota Direksi sesuai dengan tujuan jangka panjang Perusahaan. Kebijakan suksesi dicantumkan dalam situs web Perseroan</li> </ol>

Prinsip Principles	Rekomendasi Recommendation	Implementasi Implementation
<p>1. Strengthening the membership and composition of the Board of Commissioners.</p> <p>2. Improving the implementation quality of the duties and responsibilities of the Board of Commissioners.</p>	<p>1. Determining of the number of members of the Board of Commissioners has to take into account the condition of the Public Company.</p> <p>2. Determining the composition of members of the Board of Commissioners has to take into account the diversity requirements for expertise, knowledge, and experience.</p> <p>1. The Board of Commissioners has to have a self-assessment policy to assess its performance.</p> <p>2. A self-assessment policy to assess the performance of the Board of Commissioners has to be disclosed through the Annual Report of the Public Company.</p> <p>3. The Board of Commissioners has to have policies related to the resignation of members of the Board of Commissioners if involved in financial crimes.</p> <p>4. The Board of Commissioners or the Committee that carries out the Nomination and Remuneration function has to prepare a succession policy in the nomination process of Board of Directors members.</p>	<p>1. Fulfilled The method of determining the number of members of the Board of Commissioners has been adjusted to applicable regulations and the Articles of Association of the Company. In accordance with the conditions and needs of the Company, it has 5 members for its Board of Commissioners.</p> <p>2. Fulfilled The composition of the members of the Board of Commissioners has fulfilled the Company's diversity requirements for of expertise, knowledge and experience. It has also taken note of the Company's conditions and business complexity.</p> <p>1. Fulfilled The Company has a general policy related to assessments for evaluating the performance of the Board of Commissioners. This policy is contained in the Board Manual and in the Company's website.</p> <p>2. Fulfilled The Company has submitted an assessment policy in its annual report. It is contained in the Board of Commissioners performance appraisal sub-section, which is contained in the Corporate Governance section.</p> <p>3. Fulfilled The Company has a policy related to resigning members of the Board of Commissioners. This policy is contained in the Articles of Association and the Company's Board Manual.</p> <p>4. Fulfilled The Company, through its Nomination and Remuneration committee, has a policy for its process of nominating Board of Directors members in accordance with the Company's long-term goals. Succession policies are included in the Company's website.</p>

Prinsip Principles	Rekomendasi Recommendation	Implementasi Implementation
Aspek 3: Fungsi dan Peran Direksi Aspect 3: Function and Role of Directors		
1. Memperkuat keanggotaan dan komposisi Direksi.	1. Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka. 2. Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. 3. Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi	1. Terpenuhi Penentuan jumlah anggota Direksi telah disesuaikan dengan peraturan yang berlaku serta Anggaran Dasar Perseroan sesuai dengan kondisi dan kebutuhan Perseroan memiliki 4 (empat) anggota Direksi. 2. Terpenuhi Komposisi anggota Direksi telah memenuhi aspek keberagaman keahlian, pengetahuan dan pengalaman yang diperlukan oleh Perseroan. 3. Terpenuhi Direktur Keuangan Perseroan telah memiliki latar belakang pendidikan sebagai Sarjana Ekonomi Manajemen dari Universitas Diponegoro, Semarang dan Sarjana Master Manajemen Keuangan & Investasi dari Institut Pertanian Bogor, serta memiliki pengalaman kerja di bidang keuangan di Dana Pensiun Pertamina dan PT Pertamina (Persero)
2. Meningkatkan kualitas pelaksanaan tugas dan tanggung jawab Direksi.	1. Direksi mempunyai kebijakan penilaian sendiri ( <i>self-assessment</i> ) untuk menilai kinerja Direksi. 2. Kebijakan penilaian sendiri ( <i>self-assessment</i> ) untuk menilai kinerja Direksi diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. 3. Direksi mempunyai kebijakan terkait dengan pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan.	1. Terpenuhi Perseroan telah memiliki kebijakan umum terkait dengan penilaian untuk menilai kinerja Direksi yang tertuang dalam <i>Board Manual</i> dan situs web Perseroan. 2. Terpenuhi Perseroan telah menyampaikan kebijakan penilaian dalam laporan tahunan bagian Tata Kelola Perusahaan sub bab Penilaian kinerja Direksi. 3. Terpenuhi Perseroan telah memiliki kebijakan terkait dengan pengunduran diri anggota Direksi yang tertuang dalam <i>Board Manual</i> Perseroan.

Prinsip Principles	Rekomendasi Recommendation	Implementasi Implementation
1. Strengthening the membership and composition of the Board of Directors.	<ol style="list-style-type: none"> <li>1. Determining of the number of members of the Board of Directors has to take into account the condition of the Public Company.</li> <li>2. Determining the composition of members of the Board of Directors has to take into account the diversity requirements for expertise, knowledge, and experience.</li> <li>3. Directors who oversee accounting or finance have to have expertise and/o knowledge in accounting</li> </ol>	<ol style="list-style-type: none"> <li>1. Fulfilled The method of determining the number of members of the Board of Directors has been adjusted to applicable regulations and the Articles of Association of the Company. In accordance with the conditions and needs of the Company, it has 4 (four) members for its Board of Directors.</li> <li>2. Fulfilled The composition of the members of the Board of Directors has fulfilled the Company's diversity requirements for of expertise, knowledge and experience.</li> <li>3. Fulfilled The Finance Director of the Company has an educational background as a Bachelor of Economics in Management from Diponegoro University, Semarang, and a Masters in Financial &amp; Investment Management from the Bogor Agricultural Institute, and has work experience in finance at Pertamina Pension Fund and at PT Pertamina (Persero).</li> </ol>
2. Improving the implementation quality of the duties and responsibilities of the Board of Directors.	<ol style="list-style-type: none"> <li>1. The Board of Directors has to have a self-assessment policy to assess its performance.</li> <li>2. A self-assessment policy to assess the performance of the Board of Directors has to be disclosed through the Annual Report of the Public Company.</li> <li>3. The Board of Directors has to have policies related to the resignation of members of the Board of Directors if involved in financial crimes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fulfilled The Company has a general policy related to assessments for evaluating the performance of the Board of Directors. This policy is contained in the Board Manual and in the Company's website.</li> <li>2. Fulfilled The Company has submitted an assessment policy in its annual report. It is contained in the Board of Directors performance appraisal sub-section, which is contained in the Corporate Governance section.</li> <li>3. Fulfilled The Company has a policy related to resigning members of the Board of Directors. This policy is contained in the Company's Board Manual.</li> </ol>

Prinsip Principles	Rekomendasi Recommendation	Implementasi Implementation
Aspek 4: Partisipasi Pemangku Kepentingan Aspect 4: Stakeholders Participation		
<p>1. Meningkatkan aspek tata kelola perusahaan melalui partisipasi pemangku kepentingan.</p>	<p>1. Perusahaan terbuka memiliki kebijakan untuk mencegah terjadinya <i>insider trading</i>. 2. Perusahaan terbuka memiliki kebijakan anti korupsi dan anti-fraud. 3. Perusahaan terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. 4. Perusahaan terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. 5. Perusahaan terbuka memiliki kebijakan sistem <i>whistleblowing</i>. 6. Perusahaan terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan.</p>	<p>1. Terpenuhi Perseroan telah memiliki kebijakan umum terkait dengan <i>insider trading</i> yang tertuang dalam situs web Perseroan 2. Terpenuhi Perseroan telah memiliki kebijakan umum terkait dengan anti korupsi dan anti-<i>fraud</i> yang tertuang dalam CoC Perseroan. 3. Terpenuhi Perseroan telah memiliki SOP terkait dengan prosedur persiapan pengadaan barang dan jasa serta syarat dan ketentuan umum pengadaan barang dan jasa untuk meningkatkan kualitas pengadaan serta kualitas vendor. Hal tersebut tercantum dalam situs web Perseroan. 4. Terpenuhi Perseroan telah memiliki kebijakan terkait dengan kewajiban untuk memenuhi hak-hak kreditur sesuai dengan kebijakan dan ketentuan yang berlaku yang tertuang dalam Perjanjian Kredit yang telah disepakati oleh kedua belah pihak. Hal tersebut tercantum dalam situs web Perseroan. 5. Terpenuhi Perseroan telah memiliki kebijakan terkait dengan <i>whistleblowing system</i>. <a href="https://whistleblower.elnusa.co.id/#/home">https://whistleblower.elnusa.co.id/#/home</a> 6. Terpenuhi Perseroan telah memiliki kebijakan pemberian penghargaan terhadap masa kerja karyawan sebagai bentuk penghargaan atas loyalitas pekerja. Untuk Direksi kebijakan insentif tersebut melekat pada kebijakan remunerasi Perseroan</p>
<p>1. Improving aspects of corporate governance through stakeholder participation.</p>	<p>1. Open companies have to have policies to prevent insider trading. 2. Open companies have to have anticorruption and anti-fraud policies. 3. Open companies have to have policies regarding the selection and improvement of the ability of suppliers or vendors. 4. Open companies have to have policies regarding the fulfillment of creditor rights. 5. Open companies have to have a whistleblowing system policy. 6. Open companies have to have a policy of providing long-term incentives to the Board of Directors and employees.</p>	<p>1. Fulfilled The Company has a general policy related to insider trading contained in the Company's website. 2. Fulfilled The Company has a general policy related to anti corruption and anti-fraud as stated in the Company's CoC. 3. Fulfilled The Company has a standard operating procedure related to procedures for preparing goods and services as well as general terms and conditions for the procurement of goods and services to improve procurement quality and vendor quality. This is stated on the Company's website. 4. Fulfilled The Company has a policy related to the obligation to fulfill the rights of creditors. This policy is in accordance with applicable policies and conditions contained in Credit Agreements agreed upon by both parties. This is stated on the Company's website. 5. Fulfilled The Company has policies related to whistle-blowing systems. <a href="http://www.elnusa.co.id/idn/investor/investor-information/corporate-governance/mekanismepengaduan">http://www.elnusa.co.id/idn/investor/investor-information/corporate-governance/mekanismepengaduan</a> 6. Fulfilled The Company has a policy of awarding employees with tenure as a form of appreciation for employee loyalty. For directors, the incentive policy is inherent in the Company's remuneration policy.</p>

Prinsip Principles	Rekomendasi Recommendation	Implementasi Implementation
Aspek 5: Keterbukaan Informasi Aspect 5: Information Disclosure		
1. Meningkatkan pelaksanaan keterbukaan informasi	<p>1. Perusahaan terbuka memanfaatkan penggunaan teknologi Informasi secara lebih luas selain situs web sebagai media keterbukaan Informasi.</p> <p>2. Laporan tahunan perusahaan mengungkapkan pemilik manfaat akhir dalam kepemilikan saham perusahaan terbuka sedikit 5%, selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham perusahaan terbuka melalui pemegang saham Utama dan pengendali.</p>	<p>1. Terpenuhi Perseroan telah secara rutin menyampaikan Informasi tidak hanya terbatas pada keterbukaan Informasi yang telah di atur dalam peraturan perundang-undangan, namun juga Informasi lain terkait Perseroan melalui portal internal, media situs web, news flash, teasers, intranet, Elnusa news corner.</p> <p>2. Terpenuhi Perseroan telah mengungkapkan pemilik manfaat akhir atas kepemilikan saham Perseroan paling sedikit 5%, juga pengungkapan pemilik dari manfaat akhir dari kepemilikan saham oleh pemegang saham utama dan pengendali dalam Laporan Tahunan Perseroan.</p>
1. Improving the implementation of information disclosure	<p>1. The public company should make use of Information technology more broadly than just websites as means of information disclosure.</p> <p>2. The Company's annual report has revealed that the owner of final benefits in the ownership of a public company is 5%, in addition to the disclosure of the final beneficial owner in the ownership of the shares of a public company through the Main and controlling shareholders.</p>	<p>1. Fulfilled The Company has routinely conveyed information, not only limited to just the information disclosure required as per legislative regulations, but also other information related to the Company through internal portals, media websites, flash news, teasers, intranets, and through Elnusa's news corner.</p> <p>2. Fulfilled The Company has revealed that the ultimate benefit owner of the Company's share ownership is at least 5%, and has also disclosed of the owner of the final benefit of share ownership by the major and controlling shareholders in the Company's Annual Report.</p>

### RAPAT UMUM PEMEGANG SAHAM (RUPS)

Rapat Umum Pemegang Saham (RUPS) adalah Organ Perseroan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam Undang-undang dan/atau Anggaran Dasar. RUPS sebagai organ Perseroan merupakan wadah bagi Pemegang Saham untuk mengambil keputusan penting yang berkaitan dengan modal yang ditanam dalam Perseroan, dengan memperhatikan ketentuan Anggaran Dasar dan peraturan perundang-undangan.

Keputusan yang diambil dalam RUPS harus didasarkan pada kepentingan Perseroan dalam jangka panjang maupun jangka pendek. RUPS dan/atau Pemegang Saham tidak dapat melakukan intervensi terhadap tugas, fungsi dan wewenang Dewan Komisaris dan Direksi dengan tidak mengurangi wewenang RUPS untuk menjalankan haknya sesuai dengan Anggaran Dasar dan peraturan perundang-undangan; termasuk untuk melakukan penggantian atau pemberhentian anggota Dewan Komisaris dan atau Direksi.

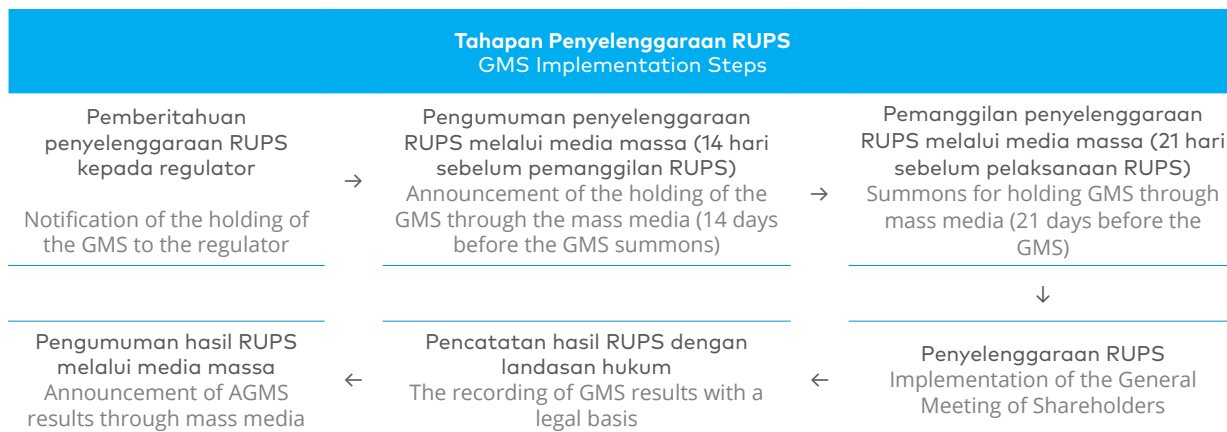
#### Penyelenggaraan RUPS Perseroan

### GENERAL MEETING OF SHAREHOLDERS (GMS)

General Meeting of Shareholders (GMS) is a Company organ that has authority not granted to the Board of Directors or the Board of Commissioners within the limits specified in the Law and/or Articles of Association. The GMS as an organ of the Company is a place for Shareholders to make important decisions relating to capital invested in the Company, taking into account the provisions of the Articles of Association and laws and regulations.

Decisions taken at the GMS must be based on the interests of the Company in the long- and short-term. GMS and/or Shareholders cannot intervene in the duties, functions and authorities of the Board of Commissioners and Directors without reducing the authority of the GMS to exercise their rights in accordance with the Articles of Association and laws and regulations; including to replace or dismiss members of the Board of Commissioners and/or Directors.

#### The Implementation of GMS in the Company



Teknis penyelenggaraan RUPS Perseroan, baik RUPS Tahunan maupun RUPS Luar Biasa, mengacu kepada ketentuan Peraturan OJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka. Proses pengumuman dan pemanggilan RUPS dilakukan hal-hal sebagai berikut:

Technically in holding the Company GMS, both Annual GMS or Extraordinary GMS, the Company following the provision of FSA Regulation No. 15/POJK.04/2020 concerning Planning and Implementation of General Meeting of Shareholders of Public Companies. GMS announcement and summons process are carried out through the following steps:



1. Pengumuman RUPS dilakukan dalam waktu 14 hari sebelum pemanggilan RUPS, dengan tidak memperhitungkan tanggal pengumuman dan tanggal pemanggilan.
  2. Pemanggilan RUPS dilakukan 21 hari sebelum pelaksanaan RUPS, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal RUPS.
  3. Yang berhak hadir dan memberikan suara dalam RUPS adalah pemegang saham yang namanya tercatat dalam Daftar Pemegang Saham Perseroan dan/atau Saldo Rekening Efek di Penitipan Kolektif di PT Kustodian Sentral Efek Indonesia.
1. Announcement of the GMS is made within 14 days before the invitation to the GMS, not counting the date of the announcement and the date of the summons.
  2. GMS Summons are made 21 days before the GMS, without taking into account the date of the summons and the date of the GMS.
  3. Those entitled to attend and vote at the GMS are shareholders whose names are registered in the Register of Shareholders of the Company and/or Balance of Securities Accounts in Collective Custody at PT Kustodian Sentral Efek Indonesia.

### Penyelenggaraan RUPS di Sepanjang Tahun 2020

Sepanjang tahun 2020, Perseroan mengadakan satu kali RUPS Tahunan bertempat di Ruang Udaya, Online (Daring) Jl. TB. Simatupang Kav. 1B Jakarta 12560.

### GMS Implementation Throughout 2020

Throughout 2020, the Company held 1 Annual GMS in Udaya Room, Graha Elnusa, Jl. TB. Simatupang Kav. 18, Jakarta, 12560.

RUPS GMS	Tanggal Date	Kuorum Kehadiran Attendance Quorum
RUPS Tahunan Annual GMS	8 Juli 2020 July 8, 2020	4.733.114.887 atau 64,8505% 4,733,114,887 or 64.8505%

Proses penyelenggaraan Rapat Umum Pemegang Saham Tahunan dan Rapat Umum Pemegang Saham Luar Biasa dilaksanakan berdasarkan Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka.

Proses rencana dan pelaksanaan RUPS Tahunan tersebut telah tertuang dalam surat Perseroan yang telah disampaikan kepada Otoritas Jasa keuangan (OJK) serta melakukan pemasangan iklan pada surat kabar berbahasa Indonesia dan berperedaran nasional serta diumumkan melalui website Perseroan dan website Bursa Efek Indonesia.

Annual and Extraordinary General Meeting of Shareholders implementation process are based on Financial Services Authority Regulation No. 15/POJK.04/2020 concerning Planning and Implementation of General Meeting of Shareholders of Public Companies.

The planning and Implementation process of the Annual GMS has been reported to Financial Services Authority (FSA) and has been published on the national news paper in bahasa Indonesia and has been announced through the Company's website and Indonesia Stock Exchange's website.

Berikut adalah tahapan tata waktu penyelenggaraan RUPS Tahunan Tahun Buku 2020:

Following are the Annual GMS Implementation timeline for 2020 fiscal year.

No.	Aktifitas Activity	Waktu Time
1	Penyampaian rencana RUPS kepada OJK, disampaikan melalui surat tertulis Submission of the GMS plan to FSA is submitted by written letter	19 Mei 2020 May 19, 2020
2	Pengumuman RUPS, disampaikan melalui iklan di harian Investor Daily, Situs Web Bursa Efek Indonesia dan Situs Web OJK Announcement of the GMS is delivered through advertisements in the daily Investor Daily, the Indonesia Stock Exchange Website and the FSA Website	29 Mei 2020 May 29, 2020
3	Pemanggilan RUPS disampaikan melalui iklan di harian Investor Daily, Situs Web Bursa Efek Indonesia dan Situs Web OJK Summons to the GMS are conveyed through advertisements in the daily Investor Daily, the Indonesia Stock Exchange Website and the FSA Website	16 Juni 2020 June 16, 2020
4	Pelaksanaan RUPS Bertempat di Ruang Udaya, Online (Daring) Jl. TB. Simatupang Kav. 1B Jakarta 12560 GMS implementation Located in the Udaya Room, Online (Daring) Jl. TB. Simatupang Kav. 1B Jakarta 12560	8 Juli 2020 July 8, 2020
5	Penyampaian Ringkasan risalah RUPS Submission of summary minutes of the GMS	9 Juli 2020 July 9, 2020
6	Penyampaian Risalah RUPS disampaikan melalui Situs Web Bursa Efek Indonesia dan Situs Web OJK Submission of Minutes of the GMS is submitted through the Indonesia Stock Exchange Website and the FSA Website	7 Agustus 2020 August 7, 2020

### Kehadiran dalam RUPS

RUPS Tahunan dan RUPS Luar Biasa dihadiri seluruh anggota Dewan Komisaris, Direksi, Pemegang Saham Mayoritas dan Pemegang saham lainnya dan atau kuasanya dengan kuorum kehadiran adalah sebesar 4.733.114.887 atau 64,8505% dari seluruh saham yang telah ditempatkan dan disetor penuh dalam Perseroan. RUPS Tahunan juga dihadiri oleh Lembaga Penunjang Pasar Modal yaitu:

### GMS Attendance

Annual and Extraordinary GMS were attended by all members of the Board of Commissioners and the Board of Directors, Major Shareholders, and other Shareholders or their representative with the attendance quorum was 4,733,114,887 or 64.8505% of total shares that has been placed and paid up in the Company. Annual GMS was also attended by the Capital Market Supporting Institution, as follows:

Lembaga Penunjang Pasar Modal Capital Market Supporting Institutions	RUPST 8 Juli 2020 AGMS July 8, 2020
Notaris Notary Public	Kantor Notaris Aulia Taufani, S.H
Kantor Akuntan Publik Public Accounting Firm	Publik Purwantono, Sungkoro & Surja ("Ernst & Young")
Biro Administrasi Efek Securities Administration Bureau	PT Datindo Entrycom

**Kehadiran Dewan Komisaris dan Direksi dalam RUPS**

Attendance of the Board of Commissioners and Board of Directors at the GMS

Nama Name	Jabatan Position	Keanggotaan pada Komite Committee Membership	Kehadiran Attendance
Narendra Widjajanto (Pemimpin Rapat) Meeting Leader	Komisaris Utama President Commissioner		Hadir Attended
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	Ketua Komite Nominasi & Remunerasi Chairman of the Nomination & Remuneration Committee	Hadir Attended
Anis Baridwan	Komisaris Independen Independent Commissioner	Ketua Komite Audit Chairman of the Audit Committee	Hadir Attended
Eman Salman Arief	Komisaris Commissioner		Hadir Attended
Antonius Ratdomopurbo	Komisaris Commissioner	Ketua Pengendalian Risiko Chairman of the Risk Management Committee	Hadir Attended
Elizar Parlindungan Hasibuan	Direktur Utama President Director		Hadir Attended
Hery Setiawan	Direktur Keuangan Director of Finance		Hadir Attended
RM Happy Paringhadi	Direktur SDM & Umum HR & General Director		Hadir Attended
Arief Riyanto	Direktur Pengembangan Usaha merangkap Direktur Operasi Director of Business Development concurrently Director of Operations		Hadir Attended

Dalam Rapat, Pemimpin Rapat juga memberikan kesempatan kepada pemegang saham atau kuasanya untuk mengajukan pertanyaan/tanggapan dan/atau usulan pada setiap mata acara rapat.

In the Meeting, the Chairperson of the Meeting also provides an opportunity for shareholders or their proxies to submit questions/responses and/or suggestions in each agenda item of the meeting.

Adapun hasil keputusan RUPS beserta keterangan realisasinya adalah sebagai berikut:

The resolutions of the GMS along with the statement of their realization are as follows:

RUPS TAHUNAN 8 JULI 2020

ANNUAL GMS, JULY 8, 2020

No.	Mata Acara Agenda	Keputusan Decision	Realisasi Realization
1	<p>Persetujuan Laporan Tahunan 2019 termasuk di dalamnya Laporan Pengawasan Dewan Komisaris dan Pengesahan Laporan Keuangan Perseroan yang berakhir pada tanggal 31 Desember 2019.</p> <p>Approval of the 2019 Annual Report including the Supervisory Report of the Board of Commissioners and Ratification of the Company's Financial Statements which ended on 31 December 2019.</p>	<p>Menyetujui dan mengesahkan Laporan Tahunan Perseroan Tahun Buku 2019, termasuk Laporan Pengawasan Dewan Komisaris Perseroan Tahun Buku 2019;</p> <p>Approve and ratify the Company's Annual Report for the 2019 Fiscal Year, including the Supervisory Report of the Company's Board of Commissioners for the 2019 Fiscal Year;</p> <p>Mengesahkan Laporan Keuangan Konsolidasian Perseroan dan Entitas Anak tanggal 31 Desember 2019 dan untuk tahun buku yang berakhir pada tanggal 31 Desember 2019 beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkoro &amp; Surja sebagaimana termuat dalam Laporan No. 00085/2.1032/AU.1/02/0701-1/1/II/2020 tertanggal 14 Februari 2020; dengan pendapat "wajar, dalam semua hal yang material" dan dengan demikian memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (acquitt et de charge) kepada anggota Direksi dan Dewan Komisaris atas pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2019, sepanjang: tindakan tersebut tercermin dalam Laporan Tahunan Perseroan (termasuk laporan keuangan) Tahun Buku yang berakhir 31 Desember 2019. Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum.</p> <p>Rapat menyetujui dengan total suara setuju berjumlah 4.733.114.087 saham atau 99,999% dari jumlah suara yang dikeluarkan secara sah dalam rapat.</p> <p>Ratify the Consolidated Financial Statements of the Company and Subsidiaries as of December 31, 2019, and for the financial year ended December 31, 2019 along with the explanations that have been audited by the Public Accounting Firm Purwantono, Sungkoro &amp; Surja as contained in Report No. 00085/2.1032/AU.1/02/0701-1/1/II/2020 dated 14 February 2020; with an opinion of "fair, in all material matters" and thus providing full repayment and release of responsibility (acquitt et de charge) to members of the Board of Directors and Board of Commissioners for the management and supervision that has been carried out during the 2019 Financial Year, as long as: these actions are reflected in the Company's Annual Report (including financial statements) for the Financial Year ending 31 December 2019. These acts do not constitute criminal acts and/or acts against the law.</p> <p>The meeting was approved with a total vote of 4,733,114,087 shares or 99.999% of the number of votes legally cast in the meeting.</p>	<p>Telah ditindaklanjuti Has been followed up</p>

No.	Mata Acara Agenda	Keputusan Decision	Realisasi Realization
2	Penetapan penggunaan Laba Bersih Perseroan Tahun Buku 2019 Determination of the use of the Company's Net Profits for the 2019 Financial Year	<p>Menetapkan penggunaan laba bersih Perseroan yang dapat diatribusikan kepada pemilik entitas induk Perseroan Tahun Buku yang berakhir 31 Desember 2019 yang tercatat sebesar Rp356.474.000.000,- sebagai berikut:            Sebesar Rp10.742.000.000,- (sepuluh miliar tujuh ratus empat puluh dua juta rupiah) atau sekitar 3,01% dari laba bersih Perseroan sebagai cadangan wajib.            Sebesar Rp89.119.000.000,- (delapan puluh sembilan miliar seratus sembilan belas juta rupiah) yaitu sekitar 25% dari laba bersih Perseroan sebagai dividen tunai kepada Pemegang Saham.            Sisanya sebesar Rp256.613.000.000,- (dua ratus lima puluh enam miliar enam ratus tiga belas juta rupiah) yaitu sekitar 71,99% dari laba bersih Perseroan sebagai saldo laba atau retained earning Perseroan.            Besarnya dividen yang menjadi hak Pemegang Saham wajib disetorkan kepada Pemegang Saham selambat-lambatnya 30 (tiga puluh) hari setelah ditetapkan dalam Rapat Umum Pemegang Saham.</p> <p>Rapat menyetujui dengan jumlah suara setuju berjumlah 4.723.314.087 saham atau 99,792% dari total seluruh suara yang dikeluarkan dalam Rapat.</p> <p>Determined the use of the Company's net profit attributable to the owners of the parent company for the financial year ended 31 December 2019, which was recorded at Rp356,474,000,000, - as follows:            In the amount of Rp10,742,000,000, - (ten billion seven hundred forty-two million rupiah) or around 3.01% of the Company's net profit as mandatory reserves.            In the amount of Rp89,119,000,000, - (eighty-nine billion one hundred and nineteen million rupiah), which is about 25% of the Company's net profit as cash dividends to Shareholders.            The remaining amount of Rp256,613,000,000, - (two hundred and fifty-six billion six hundred and thirteen million rupiah), which is about 71.99% of the Company's net profit as retained earnings of the Company.            The amount of dividends that are entitled to the Shareholders must be paid to the Shareholders no later than 30 (thirty) days after being determined in the General Meeting of Shareholders.            The Meeting approved the total votes in favor of 4,723,314,087 shares or 99.792% of the total votes cast in the Meeting.</p>	<p>Tata Cara Pembayaran Dividen Tunai Tahun Buku 2019 tercantum dalam Pengumuman Hasil Keputusan RUPS Tahunan yang dipublikasikan di harian Investor Daily pada tanggal 9 Juli 2020. Pembayaran Dividen Tunai Tahun Buku 2019 telah dilakukan pada tanggal 7 Agustus 2020.</p> <p>Procedures for Cash Dividend Payment for the 2019 Fiscal Year are stated in the Announcement of the Resolutions of the Annual GMS published in the Investor Daily daily on 9 July 2020. Payment of cash dividends for the 2019 financial year was made on August 7, 2020.</p>

No.	Mata Acara Agenda	Keputusan Decision	Realisasi Realization
3	Penetapan Tantiem tahun 2019 dan Remunerasi tahun 2020 bagi anggota Direksi dan Dewan Komisaris Determination of the 2019 bonus and 2020 remuneration for members of the Board of Directors and the Board of Commissioners	<p>Tantiem Memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan dengan terlebih dahulu mendapat persetujuan pemegang saham Perseroan yaitu PT Pertamina (Persero) untuk menetapkan Tantiem bagi anggota Direksi dan Dewan Komisaris Perseroan untuk tahun buku 2019.</p> <p>Remunerasi Memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan, dengan terlebih dahulu mendapat persetujuan pemegang saham Perseroan yaitu PT Pertamina (Persero) untuk menetapkan besaran Tantiem bagi anggota Direksi &amp; Dewan Komisaris Perseroan untuk tahun 2020.</p> <p>Rapat menyetujui dengan jumlah suara setuju berjumlah 4.719.756.687 saham atau 99,717% dari total seluruh suara yang dikeluarkan dalam Rapat.</p> <p>Tantiem Granting power and authority to the Company's Board of Commissioners by first obtaining the approval of the Company's shareholders, namely PT Pertamina (Persero) to determine bonuses for members of the Board of Directors and Board of Commissioners of the Company for the 2019 financial year.</p> <p>Remuneration Granting power and authority to the Company's Board of Commissioners, by first obtaining the approval of the Company's shareholders, namely PT Pertamina (Persero) to determine the amount of bonus for members of the Company's Board of Directors &amp; Board of Commissioners for 2020. The Meeting approved the total votes in favor of 4,719,756,687 shares or 99.717% of the total votes cast in the Meeting</p>	Telah ditindaklanjuti Has been followed up

No.	Mata Acara Agenda	Keputusan Decision	Realisasi Realization
4	<p>Penunjukan Akuntan Publik untuk Mengaudit Perhitungan Tahunan Perseroan Tahun Buku 2020.</p> <p>Appointment of a Public Accountant to Audit the Company's Annual Calculations for the 2020 Financial Year.</p>	<p>Memberikan pelimpahan kewenangan dan kuasa kepada Dewan Komisaris Perseroan untuk menetapkan Akuntan Publik Independen dan/atau Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2020 berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, termasuk menunjuk Akuntan Publik Independen dan/atau KAP pengganti bilaman karena sebab apapun juga berdasarkan ketentuan pasar modal di Indonesia apabila Akuntan Publik Independen dan/atau KAP yang ditunjuk tidak dapat melakukan tugasnya dengan kriteria bahwa:</p> <p>KAP yang ditunjuk Perseroan dikonsultasikan/dikoordinasikan terlebih dahulu dengan PT Pertamina (Persero).</p> <p>KAP tersebut terdaftar di Otoritas Jasa Keuangan.</p> <p>KAP tersebut termasuk dalam afiliasi KAP empat besar (Big Four) di dunia.</p> <p>Rapat menyetujui dengan total suara setuju berjumlah 4.455.362.187 saham atau 94,1314% dari total seluruh suara yang dikeluarkan dalam Rapat.</p> <p>Granted the delegation of authority and power to the Board of Commissioners of the Company to appoint an Independent Public Accountant and/or Public Accountant Firm (KAP) in examining the Company's Financial Statements for the financial year ending on 31 December 2020 along with the amount of service value, according to the provisions and regulations applies, including appointing a substitute Independent Public Accountant and/or KAP if for whatever reason it is based on the provisions of the capital market in Indonesia if the appointed Independent Public Accountant and/or KAP is unable to carry out their duties with the following criteria:</p> <p>KAP appointed by the Company is consulted/coordinated in advance with PT Pertamina (Persero).</p> <p>The KAP is registered with the Financial Services Authority.</p> <p>The KAP is included in the Big Four KAP affiliates in the world.</p> <p>The Meeting was approved with a total vote of 4,455,362,187 shares or 94.1314% of the total votes cast in the Meeting.</p>	<p>Berdasarkan Surat Keputusan Dewan Komisaris Nomor L8.014C-2020.029 tentang Keputusan Dewan Komisaris atas Penunjukan Kantor Akuntan Publik (KAP) dan/atau Akuntan Publik (AP) untuk Jasa Audit atas Jasa Laporan Keuangan Historis Tahunan Posisi 31 Desember 2020 PT Elnusa Tbk dan Entitas Anaknya.</p> <p>Dewan Komisaris memutuskan: Menunjuk KAP Purwantono, Sungkoro dan Surja (anggota firma Ernst &amp; Young) dengan AP Sdr. Sinarta untuk melakukan audit atas jasa informasi keuangan historis tahunan posisi 31 Desember 2020 pada Elnusa dan Grup dengan perkiraan imbalan jasa sebesar Rp2.250.000.000,-</p> <p>Agar Direksi mempersiapkan dokumen-dokumen terkait yang diperlukan dalam rangka pengadaan jasa KAP dan/atau AP tersebut.</p> <p>Based on the Decree of the Board of Commissioners Number L8.014C-2020.029 concerning the Decision of the Board of Commissioners on the Appointment of a Public Accountant Firm (KAP) and/or Public Accountant (AP) for Audit Services for Annual Historical Financial Report Services Position December 31, 2020 PT Elnusa Tbk and its Subsidiaries.</p> <p>The Board of Commissioners decided: Appointed KAP Purwantono, Sungkoro, and Surja (members of Ernst &amp; Young firm) with AP Mr. Sinarta to conduct an audit of annual historical financial information services for the position of December 31, 2020, at Elnusa and the Group with an estimated service fee of Rp2,250,000,000, -</p> <p>For the Board of Directors to prepare the relevant documents required for the procurement of such KAP and/or AP services.</p>

No.	Mata Acara Agenda	Keputusan Decision	Realisasi Realization
5	Persetujuan Perubahan Pengurus Perseroan Approval of Change in the Management of the Company	<p>Memberhentikan dengan hormat anggota Direksi dan Dewan Komisaris terhitung efektif sejak penutupan Rapat Umum Pemegang Saham ini, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai anggota Direksi dan Dewan Komisaris, sebagai berikut:</p> <p>Tuan Elizar Parlindungan Hasibuan selaku Direktur Utama, dengan alasan berakhirnya masa jabatan.</p> <p>Tuan RM. Happy Paringhadi JS selaku Direktur SDM &amp; Umum, dengan alasan berakhirnya masa jabatan.</p> <p>Tuan Narendra Widjajanto selaku Komisaris Utama, dengan alasan rangkap jabatan.</p> <p>Menyetujui pemberhentian Tuan Eman Salman Aried selaku Komisaris, dengan alasan sesuai usulan Dana Pensiun Pertamina terhitung efektif sejak penutupan Rapa Umum Pemegang Saham ini, dengan ucapan terima kasih atas sumbangan tenaga dan pikiran yang diberikan selama menjabat sebagai anggota Dewan Komisaris Perseroan.</p> <p>Menyetujui pengangkatan anggota Direksi dan Dewan Komisaris Perseroan terhitung efektif sejak penutupan Rapat Umum Pemegang Saham (RUPS) ini sampai dengan penutupan RUPS Tahunan ke-3 (ketiga) dengan tidak mengurangi hak RUPS untuk memberhentikan anggota Direksi dan Dewan Komisaris tersebut sewaktu-waktu sebelum masa jabatannya berakhir, sebagai berikut:</p> <p>Tuan Ali Mundakir sebagai Direktur Utama.</p> <p>Nyonya Tenny Elfrida sebagai Direktur SDM &amp; Umum.</p> <p>Tuan Agus Prabowo sebagai Komisaris Utama.</p> <p>Menyetujui Perubahan Susunan Pengurus Perseroan, sehingga susunan Direksi dan Dewan Komisaris Perseroan menjadi sebagai berikut:</p> <p>To honorably dismiss the members of the Board of Directors and the Board of Commissioners effective as of the closing of the General Meeting of Shareholders, with gratitude for the contribution of energy and thoughts given during their tenure as members of the Board of Directors and Board of Commissioners, as follows:</p> <p>Mr. Elizar Parlindungan Hasibuan as the President Director, citing the end of his term of office.</p> <p>Mr. RM. Happy Paringhadi JS as Director of Human Resources &amp; General Affairs, because the term of office had ended.</p> <p>Mr. Narendra Widjajanto as President Commissioner, citing multiple positions.</p> <p>Approve the dismissal of Mr. Eman Salman Aried as a Commissioner, because the Pertamina Pension Fund proposal has been effective since the closing of this General Meeting of Shareholders, with gratitude for the contribution of energy and thoughts given during his tenure as a member of the Company's Board of Commissioners.</p> <p>Approve the appointment of members of the Board of Directors and Board of Commissioners of the Company effective from the closing of the General Meeting of Shareholders (GMS) until the closing of the 3rd (third) Annual GMS without prejudice to the right of the GMS to dismiss the members of the Board of Directors and Board of Commissioners at any time before his term of office ends, as follows:</p> <p>Mr. Ali Mundakir as President Director.</p> <p>Mrs. Tenny Elfrida as Director of Human Resources &amp; General Affairs.</p> <p>Mr. Agus Prabowo as President Commissioner.</p> <p>Approved the Change in the Composition of the Management of the Company, so that the composition of the Board of Directors and the Board of Commissioners of the Company is as follows:</p>	Telah ditindaklanjuti Has been followed up



No.	Mata Acara Agenda	Keputusan Decision	Realisasi Realization
		<p>DEWAN KOMISARIS Komisaris Utama: Agus Prabowo Komisaris: Antonius Ratdomopurbo Komisaris Independen: Lusiaga Levi Susila Komisaris Independen: Anis Baridwan</p> <p>DIREKSI Direktur Utama: Ali Mundakir Direktur Keuangan: Hery Setiawan Direktur SDM &amp; Umum: Tenny Elfrida Direktur Pengembangan Usaha Merangkap Direktur Operasi: Arief Riyanto</p> <p>Rapat menyetujui dengan total suara setuju berjumlah 4,186,378,951 saham atau 88,448% dari total seluruh suara yang dikeluarkan dalam Rapat.</p> <p>BOARD OF COMMISSIONERS President Commissioner: Agus Prabowo Commissioner: Antonius Ratdomopurbo Independent Commissioner: Lusiaga Levi Susila Independent Commissioner: Anis Baridwan</p> <p>BOARD OF DIRECTORS President Director: Ali Mundakir Finance Director: Hery Setiawan HR &amp; General Director: Tenny Elfrida Director of Business Development Concurrently Director of Operations: Arief Riyanto</p> <p>The meeting was approved with a total vote of 4,186,378,951 shares or 88,448% of the total votes cast in the Meeting.</p>	<p>Telah ditindaklanjuti Has been followed up</p>

Sedangkan untuk RUPS Tahunan tahun buku 2018 yang dilaksanakan pada tanggal 11 April 2019, seluruh keputusannya telah direalisasikan dan dilaksanakan pada tahun 2019.

As for the 2018 Annual GMS which was held on April 11, 2019, all decisions have been realized and implemented in 2019.

## DEWAN KOMISARIS

Dewan Komisaris merupakan organ Perusahaan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar Perseroan serta memberi nasihat kepada Direksi dan memastikan bahwa Perusahaan telah menerapkan GCG secara efektif dan berkelanjutan. Dalam memenuhi tugas dan tanggung jawab itu, Dewan Komisaris wajib bertindak secara independen.

### Kriteria dan Proses Pengangkatan Dewan Komisaris

Elnusa memiliki kriteria persyaratan calon anggota Dewan Komisaris sebagaimana tercantum dalam Anggaran Dasar Perusahaan Pasal 17 Ayat 2, yakni Anggota Dewan Komisaris Elnusa adalah orang perseorangan yang memenuhi persyaratan sebagai berikut:

## BOARD OF COMMISSIONERS

The Board of Commissioners is the Company's organ in charge of conducting general and/or specific supervision following the Company's Articles of Association and providing advice to the Board of Directors and ensuring that the Company has implemented GCG effectively and sustainably. In fulfilling these duties and responsibilities, the Board of Commissioners must act independently.

### Board of Commissioners Appointment Criteria and Process

Elnusa has the criteria for candidates for members of the Board of Commissioners as stated in the Articles of Association of the Company Article 17 Paragraph 2, namely Members of the Board of Commissioners of Elnusa are individuals who meet the following requirements:

1. Mempunyai akhlak, moral, dan integritas yang baik;
2. Cakap melakukan perbuatan hukum;
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
  - a. Tidak pernah dinyatakan pailit;
  - b. Tidak pernah menjadi anggota Direksi dan/ atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit;
  - c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/ atau yang berkaitan dengan sektor keuangan; dan
  - d. Tidak pernah menjadi anggota Direksi dan/ atau anggota Dewan Komisaris yang selama menjabat:
    - Pernah tidak menyelenggarakan RUPS tahunan;
    - Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS; dan
    - Pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari OJK tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada OJK.
4. Memiliki komitmen untuk mematuhi peraturan perundang-undangan;
5. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan; dan
6. Memenuhi persyaratan lainnya sebagaimana ditentukan dalam Undang-Undang Perseroan Terbatas, Peraturan Pasar Modal dan Peraturan Perundang-Undangan lainnya yang berlaku.

Merujuk pada Pedoman Nominasi dan Direksi dan Dewan Komisaris, sumber nominasi anggota Dewan Komisaris dapat berasal dari:

1. Anggota Direksi dari perusahaan pemegang saham Elnusa.
2. Mantan anggota Direksi Perusahaan yang bersangkutan setelah minimal 1 (satu) tahun tidak lagi menjabat sebagai anggota Direksi yang bersangkutan.
3. Sumber lain yang telah memiliki reputasi yang baik, relevan dan dapat dipertanggungjawabkan.

1. Have good character, morals, and integrity;
2. Able to carry out legal actions;
3. Within 5 (five) years prior to appointment and while serving:
  - a. Never been declared bankrupt;
  - b. Never been a member of the Board of Directors and/or a member of the Board of Commissioners who was found guilty of causing a company to be declared bankrupt;
  - c. Never been convicted of a criminal act that was detrimental to state finances and/or related to the financial sector; and
  - d. Has never been a member of the Board of Directors and/or a member of the Board of Commissioners who during his tenure:
    - Never held an annual GMS;
    - His responsibilities as members of the Board of Directors and/or members of the Board of Commissioners have never been accepted by the GMS or have not provided accountability as members of the Board of Directors and/or members of the Board of Commissioners to the GMS; and
    - Ever caused a company that obtained a permit, approval, or registration from the OJK to fail to fulfill the obligation to submit an annual report and/or financial report to the OJK.
4. Have a commitment to comply with the laws and regulations;
5. Have knowledge and/or expertise in the fields required by the Company; and
6. Fulfill other requirements as stipulated in the Limited Liability Company Law, Capital Market Regulations and other applicable laws and regulations.

Referring to the Nomination Guidelines and the Board of Directors and the Board of Commissioners, the sources of nominations for members of the Board of Commissioners can come from:

1. Member of the Board of Directors of the Elnusa shareholder company.
2. The former member of the Board of Directors of the Company concerned after at least 1 (one) year no longer serves as a member of the Board of Directors concerned.
3. Other sources that already have a good reputation, are relevant and can be accounted for.

Proses penilaian calon Anggota Dewan Komisaris dilakukan oleh Komite Nominasi dan Remunerasi. Selanjutnya calon Dewan Komisaris diajukan pada RUPS untuk mendapatkan persetujuan Pemegang Saham sesuai dengan ketentuan Anggaran Dasar Perseroan.

The process of evaluating candidates for members of the Board of Commissioners is carried out by the Nomination and Remuneration Committee. Furthermore, candidates for the Board of Commissioners are proposed at the GMS for approval from the Shareholders in accordance with the provisions of the Company's Articles of Association.

### Susunan dan Komposisi Dewan Komisaris

Komposisi dan jumlah anggota Dewan Komisaris ditetapkan oleh RUPS. Pada Tahun 2020 terjadi perubahan komposisi dalam Dewan Komisaris berdasarkan keputusan RUPS Tahunan tanggal 8 Juli 2020, yakni diputuskan pemberhentian dengan hormat Narendra Widjajanto dan Eman Salman Arief terhitung sejak tanggal 8 Juli 2020 sebagai Komisaris Utama dan Komisaris Perseroan. Kemudian, mengangkat Agus Prabowo sebagai Komisaris Utama terhitung sejak ditutupnya RUPS Tahunan tanggal 8 Juli 2020 sampai dengan penutupan RUPS Tahunan ke-3 (ketiga) setelah tanggal pengangkatannya, dengan tidak mengurangi hak RUPS untuk memberhentikan anggota Dewan Komisaris sewaktu-waktu. Dengan demikian, komposisi Dewan Komisaris ELNUSA per tanggal 31 Desember 2020 sebagai berikut:

### Composition of the Board of Commissioners

The composition and number of members of the Board of Commissioners is determined by the GMS. In 2020 there was a change in the composition of the Board of Commissioners based on the decision of the Annual GMS on July 8, 2020, namely the honorable dismissal of Narendra Widjajanto and Eman Salman Arief as of July 8, 2020 as President Commissioner and Commissioner of the Company. Then, appointed Agus Prabowo as President Commissioner as of the closing of the Annual GMS on July 8, 2020 until the closing of the 3rd (third) Annual GMS after the date of his appointment, without prejudice to the right of the GMS to dismiss members of the Board of Commissioners at any time. Thus, the composition of the Board of Commissioners of ELNUSA as of December 31, 2020 is as follows:



Nama Name	Jabatan Position	Dasar Pengangkatan Basic Appointment
Agus Prabowo	Komisaris Utama President Commissioner	Keputusan RUPS Tahunan tanggal 8 Juli 2020 Resolution of the Annual GMS on July 8, 2020
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan tanggal 14 Mei 2018 Resolution of the Annual GMS on May 14, 2018
Anis Baridwan	Komisaris Independen Independent Commissioner	Keputusan RUPS Tahunan tanggal 11 April 2019 Resolution of the Annual GMS on April 11, 2019
Antonius Ratdomopurbo	Komisaris Commissioner	Keputusan RUPS Tahunan tanggal 11 April 2019 Resolution of the Annual GMS on April 11, 2019

### Komisaris Independen

Komisaris Independen adalah anggota Dewan Komisaris yang berasal dari luar Emiten atau Perusahaan Publik dan memenuhi persyaratan sebagai Komisaris Independen sesuai dengan Peraturan OJK Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik di antaranya:

### Independent Commissioner

Independent Commissioner is a member of the Board of Commissioners who comes from outside the Issuer or Public Company and meets the requirements as an Independent Commissioner following FSA Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, including:

#### Komisaris Independen Peraturan OJK Nomor 33/POJK.04/2014 Independent Commissioner of FSA Regulation Number 33/POJK.04/2014

<div style="text-align: center; border: 1px solid #92d050; border-radius: 50%; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; margin-bottom: 10px;">1</div> <p>Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perusahaan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen.</p> <p>Not a person who has authority and responsibility for planning, leading, controlling, or supervising the Company's activities during the last 6 (six) months, except for re-appointment as an Independent Commissioner.</p>	<div style="text-align: center; border: 1px solid #e74c3c; border-radius: 50%; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; margin-bottom: 10px;">2</div> <p>Tidak mempunyai saham baik langsung maupun tidak langsung pada Perusahaan.</p> <p>Doesn't have any shares in the Company, either directly or indirectly.</p>	<div style="text-align: center; border: 1px solid #3498db; border-radius: 50%; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; margin-bottom: 10px;">3</div> <p>Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan.</p> <p>Does not have any business relationship both direct or indirect that relates to the Company's business activities.</p>	<div style="text-align: center; border: 1px solid #f1c40f; border-radius: 50%; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center; margin-bottom: 10px;">4</div> <p>Tidak mempunyai hubungan Afiliasi dengan Perusahaan, anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Pengendali Perusahaan.</p> <p>Doesn't have any affiliation to the Company, member of the Board of Commissioners, members of the Board of Director or Controlling Shareholders of the Company.</p>
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Anggota Dewan Komisaris ELNUSA per 31 Desember 2020 berjumlah 4 (empat) orang, 2 (dua) diantaranya merupakan Komisaris Independen yang keduanya diangkat berdasarkan Keputusan RUPS Tahunan yang dilaksanakan pada tanggal 14 Mei 2018 dan 11 April 2019. Jumlah Komisaris Independen ini telah memenuhi ketentuan Peraturan OJK Nomor 33/POJK.04/2014, di mana setiap perusahaan publik harus memiliki Komisaris Independen sekurang-kurangnya 30% dari jumlah seluruh anggota Dewan Komisaris.

ELNUSA memiliki 2 (dua) Komisaris Independen dan telah memenuhi jumlah minimal Komisaris Independen yang diatur dalam ASEAN Corporate Governance Scorecard yang mensyaratkan jumlah Komisaris Independen berjumlah 50% dari jumlah seluruh anggota Dewan Komisaris.

Members of the ELNUSA Board of Commissioners as of 31 December 2020 totaled 4 (four) people, 2 (two) of whom were Independent Commissioners, both of whom were appointed based on the resolutions of the Annual GMS held on 14 May 2018 and 11 April 2019. This number of Independent Commissioners has complied with the provisions of the Regulations FSA Number 33/POJK.04/2014, where every public company must have an Independent Commissioner of at least 30% of the total members of the Board of Commissioners.

ELNUSA has 2 (two) Independent Commissioners and has met the minimum number of Independent Commissioners as stipulated in the ASEAN Corporate Governance Scorecard which requires the number of Independent Commissioners to be 50% of the total members of the Board of Commissioners.

Komisaris Independen Independent Commissioner	Kriteria Independensi Independence Criteria			
	Sebagai orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya.  As a person who works or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for re-appointment as the Company's Independent Commissioner for the next period.	Memiliki saham Perseroan baik langsung maupun tidak langsung  Owning the Company's shares, either directly or indirectly	Memiliki hubungan Afiliasi dengan Komisaris, Direksi dan Pemegang saham Utama Perseroan  Has affiliation with the Board of Commissioners, Board of Directors, and Major Shareholders of the Company	Memiliki hubungan usaha dengan Perseroan baik langsung maupun tidak langsung  Have a direct or indirect business relationship with the Company
Lusiaga Levi Susila	x	x	x	x
Anis Baridwan	x	x	x	x

v = ada | x = tidak ada v = valid | x = nil

Adapun pernyataan independensi masing-masing Komisaris Independen sebagai berikut:

The statement of independence of each Independent Commissioner is as follows:

No.	Nama Name	Jabatan Position	Tanggal Pernyataan Statement Date	Status Status
1.	Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	14 Mei 2018 May 14, 2018	Pertama kali sebagai Komisaris Independen First time as Independent Commissioner
2.	Anis Baridwan	Komisaris Independen Independent Commissioner	11 April 2019 April 11, 2019	Pertama kali sebagai Komisaris Independen First time as Independent Commissioner

Dengan demikian, Komisaris Independen Perseroan telah memenuhi kriteria sesuai dengan peraturan perundang-undangan yang berlaku.

Thus, the Independent Commissioner of the Company has met the criteria following the prevailing laws and regulations.

Lampiran surat pernyataan independensi masing-masing Komisaris Independen.

Attachment to the statement of independence of each Independent Commissioner.

## SURAT PERNYATAAN KOMISARIS INDEPENDEN

Saya yang bertanda tangan di bawah ini :

Nama Lengkap : Lusiaga Levi Susila  
 Tempat/tanggal lahir : Cianjur, 21 April 1956  
 Alamat : The Green BSD, Blossom Ville J.15/1 RT 022 RW 010  
 Serpong  
 Jabatan : Komisaris Independen  
 Tanggal pengangkatan : 14 Mei 2018

Dalam rangka memenuhi kewajiban dalam Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, bersama ini saya menyatakan bahwa saya:

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan atau mengawasi perusahaan ini dalam waktu 6 (enam) bulan sebelum diangkat sebagai Komisaris Independen PT Elnusa Tbk \*)
2. Tidak memiliki saham baik langsung maupun tidak langsung pada PT Elnusa Tbk.
3. Tidak mempunyai hubungan afiliasi dengan PT Elnusa Tbk, anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama PT Elnusa Tbk.
4. Tidak mempunyai hubungan keluarga sedarah sampai derajat ke-3, baik menurut garis lurus maupun garis ke samping ataupun hubungan yang timbul karena perkawinan dengan anggota Dewan Komisaris lainnya atau dengan anggota Direksi.
5. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PT Elnusa Tbk.
6. Dalam melaksanakan aktivitas fungsi pengawasan operasional perusahaan akan bertindak secara independen terutama dalam hal proses pengambilan keputusan, termasuk tetapi tidak terbatas pada hal-hal yang tertulis di atas.
7. Apabila di kemudian hari ditemukan bahwa saya memiliki hubungan-hubungan sebagaimana dimaksud pada butir 2-5 diatas, maka saya bersedia untuk melepaskan jabatan Komisaris Independen dan bersedia untuk diganti.

Demikian pernyataan ini dibuat dengan sebenarnya dan digunakan sebagaimana mestinya.

Jakarta, 14 Mei 2018



The image shows an official stamp of PT Elnusa Tbk. The stamp is rectangular and contains the text 'PT Elnusa Tbk' at the top, a central logo, and the number '6000' at the bottom. To the right of the stamp is a handwritten signature in blue ink.

(Lusiaga Levi Susila)

\*) kecuali untuk pengangkatan kembali

**SURAT PERNYATAAN KOMISARIS INDEPENDEN**

Saya yang bertanda tangan di bawah ini :

Nama Lengkap : Ane Bandwan  
 Tempat/tanggal lahir : Solo, 21 Februari 1955  
 Alamat : Jl. Cipinang Jaya # No. 52, Cipinang Besar Selatan  
 Jalinagara, Jakarta Timur  
 Jabatan : Komisaris Independen  
 Tanggal pengangkatan : 11 April 2019

Dalam rangka memenuhi kewajiban dalam Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, bersama ini saya menyatakan bahwa saya:

1. Bukan merupakan orang yang bekeja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan atau mengawasi perusahaan ini dalam waktu 6 (enam) bulan sebelum diangkat sebagai Komisaris Independen PT Elnusa Tbk \*)
2. Tidak memiliki saham baik langsung maupun tidak langsung pada PT Elnusa Tbk
3. Tidak mempunyai hubungan afiliasi dengan PT Elnusa Tbk, anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama PT Elnusa Tbk.
4. Tidak mempunyai hubungan keluarga sedarah sampai derajat ke-3, baik melalui garis lurus maupun garis ke samping ataupun hubungan yang timbul karena perceraian dengan anggota Dewan Komisaris lainnya atau dengan anggota Direksi.
5. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PT Elnusa Tbk.
6. Dalam melaksanakan aktivitas fungsi pengawasan operasional perusahaan akan bertindak secara independen terutama dalam hal proses pengambilan keputusan, termasuk tetapi tidak terbatas pada hal-hal yang tertulis di atas.
7. Apabila di kemudian hari ditemukan bahwa saya memiliki hubungan-hubungan sebagaimana dimaksud pada butir 2-5 diatas, maka saya bersedia untuk melepaskan jabatan Komisaris Independen dan bersedia untuk diganti.

Demikian pernyataan ini dibuat dengan sebenarnya dan digunakan sebagaimana mestinya.

Jakarta, 11 April 2019

(Ane Bandwan)

\*Pernyataan ini pengesahan berlaku



### Masa Jabatan Anggota Dewan Komisaris

Anggota Dewan Komisaris diangkat untuk jangka waktu dihitung sejak ditutupnya atau tanggal yang ditetapkan oleh RUPS yang mengangkatnya dan berakhir pada penutupan RUPS Tahunan yang ke-3 (ketiga) setelah tanggal pengangkatannya, dengan syarat tidak boleh melebihi jangka waktu 3 (tiga) tahun, dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal, namun dengan tidak mengurangi hak dari RUPS untuk sewaktu-waktu dapat memberhentikan para anggota Dewan Komisaris sebelum masa jabatannya berakhir. Setelah masa jabatannya berakhir, anggota Dewan Komisaris dapat diangkat kembali oleh RUPS untuk satu kali masa jabatan. Ketentuan ini juga berlaku untuk Komisaris Independen yang diangkat sesuai keputusan RUPS.

Mengacu pada Pasal 17 Ayat 4 Anggaran Dasar Perseroan, jabatan Dewan Komisaris berakhir apabila:

1. Pengunduran dirinya telah efektif;
2. Tidak lagi memenuhi persyaratan Peraturan OJK dan peraturan perundang-undangan lainnya;
3. Meninggal dunia;
4. Masa jabatannya berakhir;
5. Diberhentikan berdasarkan RUPS.

### Kebijakan terkait Pengunduran Diri Dewan Komisaris

Apabila dalam menjalankan tugasnya, Dewan Komisaris terlibat dalam kejahatan keuangan, maka tindak lanjut yang dilakukan Perusahaan mengacu pada ketentuan dalam Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.

### Pedoman Kerja Dewan Komisaris

Dalam menjalankan tugasnya Dewan Komisaris telah memiliki Pedoman Kerja/Piagam Dewan Komisaris dan Direksi yang ditandatangani oleh Dewan Komisaris dan Direksi pada tanggal 2 Januari 2018. Pedoman Kerja tersebut ditinjau secara berkala dan dimutakhirkan apabila dianggap perlu dengan memperhatikan ketentuan perundangan yang berlaku. Selengkapnya terdapat pada situs Perusahaan [www.elnusa.co.id](http://www.elnusa.co.id).

### Term of Office of Members of the Board of Commissioners

Members of the Board of Commissioners are appointed for a period starting from the closing of or the date determined by the GMS that appointed them and ending at the closing of the 3rd (third) Annual GMS after the date of their appointment, provided that they do not exceed the period of 3 (three) years, with due regard to the laws and regulations in the Capital Market sector, but without prejudice to the rights of the GMS at any time, members of the Board of Commissioners may terminate before their term of office ends. After the term of office has ended, members of the Board of Commissioners may be reappointed by the GMS for one term of office. This provision also applies to Independent Commissioners who are appointed following the resolution of the GMS.

Referring to Article 17 Paragraph 4 of the Company's Articles of Association, the position of the Board of Commissioners ends if:

1. His resignation has been effective;
2. No longer meets the requirements of the FSA Regulations and other laws and regulations;
3. Passed away;
4. His term of office ends;
5. Dismissed based on the GMS.

### Policy regarding the Resignation of the Board of Commissioners

If in carrying out its duties, the Board of Commissioners is involved in a financial crime, then the follow-up taken by the Company refers to the provisions in the Articles of Association of the Company and the prevailing laws and regulations.

### Board of Commissioners Work Guidelines

In carrying out its duties, the Board of Commissioners has a Work Guidelines/Charter for the Board of Commissioners and Board of Directors which was signed by the Board of Commissioners and the Board of Directors on January 2, 2018. The Work Guidelines are reviewed periodically and updated if deemed necessary by taking into account the applicable laws and regulations. Details are available on the Company's website [www.elnusa.co.id](http://www.elnusa.co.id).

**Cakupan Pedoman dan Tata Tertib Kerja Dewan**

Coverage of the Board of Commissioners Charter

- |  |   |
|--|---|
| 1. Fungsi Dewan Komisaris                                | 1. Functions of the Board of Commissioners                              |
| 2. Tugas dan Kewajiban Dewan Komisaris                   | 2. Duties and Obligations of the Board of Commissioners                 |
| 3. Hak dan Wewenang Dewan Komisaris                      | 3. Rights and Authorities of the Board of Commissioners                 |
| 4. Pembagian Kerja Dewan Komisaris                       | 4. Division of Work of the Board of Commissioners                       |
| 5. Persyaratan Dewan Komisaris                           | 5. Requirements for the Board of Commissioners                          |
| 6. Pengangkatan Dewan Komisaris                          | 6. Appointment of the Board of Commissioners                            |
| 7. Keanggotaan Dewan Komisaris                           | 7. Membership of the Board of Commissioners                             |
| 8. Rangkap Jabatan                                       | 8. Concurrent Positions   |
| 9. Masa Jabatan Dewan Komisaris                          | 9. Term of Office of the Board of Commissioners                         |
| 10. Pemberhentian Anggota Dewan Komisaris                | 10. Dismissal of Members of the Board of Commissioners                  |
| 11. Pengunduran Diri Anggota Dewan Komisaris             | 11. Resignation of Members of the Board of Commissioners                |
| 12. Pengisian Jabatan Lowong Anggota Dewan Komisaris     | 12. Filling the Position of Lowong Member of the Board of Commissioners |
| 13. Keadaan Seluruh Anggota Dewan Komisaris Lowong       | 13. There are no Members of the Board of Commissioners                  |
| 14. Komisaris Independen                                 | 14. Independent Commissioner  |
| 15. Pengungkapan Kepemilikan Saham dan Hubungan Afiliasi | 15. Disclosure of Share Ownership and Affiliation Relations             |
| 16. Program Pengenalan dan Peningkatan Kapabilitas       | 16. Recognition and Capability Improvement Program                      |
| 17. Waktu Kerja Dewan Komisaris                          | 17. Working Hours of the Board of Commissioners                         |
| 18. Etika Jabatan Dewan Komisaris                        | 18. Code of Conduct of the Board of Commissioners                       |
| 19. Rapat Dewan Komisaris                                | 19. Meetings of the Board of Commissioners                              |
| 20. Evaluasi Kinerja Dewan Komisaris                     | 20. Performance Evaluation of the Board of Commissioners                |
| 21. Pertanggungjawaban Dewan Komisaris                   | 21. Accountability of the Board of Commissioners                        |
| 22. Organ Pendukung Dewan Komisaris                      | 22. Supporting Organs of the Board of Commissioners                     |
| 23. Evaluasi Kinerja Komite Dewan Komisaris              | 23. Performance Evaluation of the Board of Commissioners' Committees    |

**Tugas dan Tanggung Jawab Dewan Komisaris**

Dewan Komisaris bertugas mengawasi dan memberikan nasihat kepada Direksi sebagai pengurus Perusahaan yang pelaksanaan tugas, tanggung jawab dan kewenangannya dilaporkan kepada RUPS. Setiap anggota Dewan Komisaris tidak dapat bertindak sendiri-sendiri, melainkan berdasarkan keputusan Dewan Komisaris. Untuk melaksanakan tugas dan tanggung jawabnya, lingkup pekerjaan Dewan Komisaris berdasarkan peraturan perundangan yang berlaku dan Anggaran Dasar Perusahaan antara lain:

**Duties and Responsibilities of the Board of Commissioners**

The Board of Commissioners is in charge of supervising and providing advice to the Board of Directors as a management of the Company, whose duties, responsibilities, and authorities are reported to the GMS. Each member of the Board of Commissioners cannot act individually but based on the decision of the Board of Commissioners. To carry out its duties and responsibilities, the scope of work of the Board of Commissioners is based on applicable laws and regulations and the Company's Articles of Association, including:

Tugas dan Tanggung Jawab Dewan Komisaris	Duties and Responsibilities of the Board of Commissioners
<ol style="list-style-type: none"> <li>1. Melakukan pengawasan atas jalannya pengurusan Perusahaan oleh Direksi serta memberikan persetujuan atas rencana pengembangan Perusahaan, Rencana Jangka Panjang Perusahaan (RJPP), serta Rencana Kerja dan Anggaran Perusahaan (RKAP);</li> <li>2. Melakukan tugas, wewenang dan tanggung jawab serta tugas yang secara khusus diberikan kepada Dewan Komisaris sesuai dengan ketentuan Anggaran Dasar Perusahaan, keputusan RUPS dan ketentuan peraturan perundang-undangan, serta wajib menerapkan prinsip profesionalisme, efisien, transparan, mandiri, akuntabel, bertanggung jawab dan adil;</li> <li>3. Memberikan pendapat dan saran atas persoalan yang dianggap penting bagi pengelolaan Perusahaan yang sesuai dengan tugas pengawasan Dewan Komisaris kepada RUPS;</li> <li>4. Setiap anggota Dewan Komisaris wajib dengan itikad baik, kehati-hatian, dan bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan, dan tidak dimaksudkan untuk kepentingan pihak atau golongan tertentu;</li> <li>5. Meneliti dan menelaah laporan tahunan yang dipersiapkan oleh Direksi serta menandatangani laporan tersebut, dan memastikan bahwa Laporan Tahunan Perusahaan telah memuat informasi yang sesuai dengan ketentuan Otoritas Pasar Modal;</li> <li>6. Memberikan arahan atas tata kelola teknologi informasi, kebijakan mutu dan pelayanan, kebijakan pengadaan dan kebijakan pengelolaan Anak Perusahaan, serta memantau efektivitas pelaksanaannya secara periodik;</li> <li>7. Melakukan pengkajian secara berkala atas efektivitas sistem manajemen risiko dan memantau efektivitas pelaksanaan fungsi pengawasan internal Perusahaan dan pengendalian intern Perusahaan;</li> <li>8. Memberikan arahan mengenai pengawasan dan pemantauan kepatuhan Direksi atas perjanjian dengan pihak ketiga serta kesesuaiannya dengan peraturan perundang-undangan yang berlaku;</li> <li>9. Melaksanakan proses penunjukkan calon auditor eksternal.</li> <li>10. Menentukan sistem nominasi, evaluasi kinerja, remunerasi yang transparan bagi Dewan Komisaris dan Direksi setelah mempertimbangkan hasil kajian Komite NR untuk selanjutnya diajukan agar memperoleh persetujuan RUPS;</li> <li>11. Meningkatkan kompetensi dan pengetahuannya secara berkesinambungan untuk menjalankan fungsi sebagai Dewan Komisaris secara profesional;</li> <li>12. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada RUPS;</li> <li>13. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar ini, dan/atau keputusan RUPS.</li> </ol>	<ol style="list-style-type: none"> <li>1. Supervise the management of the Company by the Board of Directors and approve the Company's development plans, the Company's Long-term Plan (RJPP), and the Company's Work Plan and Budget (RKAP);</li> <li>2. Perform duties, powers and responsibilities and duties specifically assigned to the Board of Commissioners following the provisions of the Articles of Association of the Company, GMS decisions, and laws and regulations, and must apply the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fair;</li> <li>3. Providing opinions and suggestions on issues deemed important for the management of the Company under the supervisory duties of the Board of Commissioners to the GMS;</li> <li>4. Each member of the Board of Commissioners must be in good faith, prudent, and responsible for carrying out supervisory duties and providing advice to the Board of Directors for the benefit of the Company and following the aims and objectives of the Company, and not intended for the benefit of certain parties or groups;</li> <li>5. Examining and studying the annual report prepared by the Board of Directors and signing the report, and ensuring that the Company's Annual Report contains information following the provisions of the Capital Market Authority;</li> <li>6. Provide direction on information technology governance, quality and service policies, procurement policies and policies on subsidiary management, and periodically monitor the effectiveness of its implementation;</li> <li>7. Conduct regular reviews of the effectiveness of the risk management system and monitor the effectiveness of the implementation of the Company's internal control function and the Company's internal control;</li> <li>8. Provide direction regarding supervision and monitoring of the Board of Directors' compliance with agreements with third parties and their compliance with the prevailing laws and regulations;</li> <li>9. Carry out the process of appointing prospective external auditors.</li> <li>10. Determine the nomination system, performance evaluation, transparent remuneration for the Board of Commissioners and the Board of Directors after considering the results of the NR Committee's review to be subsequently submitted for approval by the GMS;</li> <li>11. Continuously improving their competence and knowledge to carry out their functions as the Board of Commissioners in a professional manner;</li> <li>12. Provide reports on supervisory duties that have been carried out during the previous financial year to the GMS;</li> <li>13. Carry out other obligations in the context of supervisory and advisory duties, as long as they do not contradict the laws and regulations, this Articles of Association, and/or the resolutions of the GMS.</li> </ol>

### Pendelegasian Wewenang Dewan Komisaris

Pendelegasian wewenang oleh seorang anggota Dewan Komisaris kepada anggota Dewan Komisaris lainnya hanya dapat dilakukan melalui surat kuasa khusus untuk keperluan dimaksud dan pendelegasian wewenang tersebut tidak melepaskan tanggung jawab Dewan Komisaris secara kolektif.

Praktiknya, pada tahun 2020 tidak terdapat pendelegasian wewenang seorang Anggota Dewan Komisaris lainnya melalui surat kuasa khusus. Dengan demikian, quorum Rapat Dewan Komisaris untuk pengambilan keputusan dapat terpenuhi.

### Pembagian Tugas Dewan Komisaris

Dewan Komisaris mengatur sendiri pembagian kerja di antara para anggota dan untuk kelancaran tugasnya, Dewan Komisaris dapat dibantu oleh Sekretaris Dewan Komisaris yang diangkat oleh Dewan Komisaris. Namun demikian, fokus bidang pengawasan masing-masing anggota Dewan Komisaris mengacu pada pembagian peran sebagai Ketua dan Anggota dari Komite Penunjang Dewan Komisaris sesuai kompetensi dan pengalaman yang dimiliki. Keanggotaan Dewan Komisaris pada Komite Penunjang Dewan Komisaris per 31 Desember 2020 yaitu:

#### Fokus Bidang Pengawasan Focus Area of Supervision

Anis Baridwan	Lusiaga Levi Susila	Antonius Ratdomopurbo
Audit	Nominasi dan Remunerasi Nomination and Remuneration	Pemantau Risiko Risk Monitoring

### Independensi & Kepemilikan Saham Anggota Dewan Komisaris

Setiap anggota Dewan Komisaris membuat pernyataan independensi pada tiap awal tahun untuk menyatakan status independensinya dan pada setiap akhir tahun untuk menyatakan apakah selama tahun terakhir terdapat situasi yang memiliki benturan kepentingan oleh Dewan Komisaris atas tindakan yang dilakukan. Anggota Dewan Komisaris juga berkewajiban untuk melapor apabila terjadi perubahan status yang mempengaruhi independensinya termasuk apabila terdapat perubahan kepemilikan saham baik Pribadi ataupun keluarga di ELNUSA dan atau Perusahaan lain. Sekretaris Dewan Komisaris bertugas memastikan apakah praktik ini telah dilaksanakan sesuai dengan prinsip GCG.

### Delegation of Authority of the Board of Commissioners

The delegation of authority by a member of the Board of Commissioners to another member of the Board of Commissioners can only be done through a special power of attorney for this purpose and the delegation of authority does not release the responsibility of the Board of Commissioners collectively.

In practice, in 2020 there is no delegation of authority to another Member of the Board of Commissioners through a special power of attorney. Thus, the quorum of the Board of Commissioners Meeting for decision making can be fulfilled.

### Division of Duties of the Board of Commissioners

The Board of Commissioners regulates itself the division of labor among the members and for the smooth running of their duties, the Board of Commissioners may be assisted by a Secretary of the Board of Commissioners who is appointed by the Board of Commissioners. However, the focus in the field of supervision of each member of the Board of Commissioners refers to the division of roles as Chairman and Member of the Board of Commissioners' Supporting Committee according to their competence and experience. Membership of the Board of Commissioners on the Board of Commissioners Supporting Committee as of December 31, 2020, namely:

### Independence & Share Ownership of Members of the Board of Commissioners

Each member of the Board of Commissioners makes a statement of independence at the beginning of each year to state their independence status and at the end of each year to state whether during the last year there was a situation that had a conflict of interest by the Board of Commissioners for the actions taken. Members of the Board of Commissioners are also obliged to report if there is a change in status that affects their independence, including if there is a change in share ownership, either personal or family in ELNUSA and/or other companies. The Secretary of the Board of Commissioners is in charge of ensuring whether this practice has been implemented following the principles of GCG.

Sepanjang tahun 2020, tidak terdapat situasi dengan potensi benturan kepentingan yang dihadapi oleh anggota Dewan Komisaris dalam pengambilan keputusannya sebagaimana tercantum pada Surat Pernyataan Bertindak Independen dalam Pengawasan Operasional Perusahaan yang telah dipublikasikan dalam situs Perusahaan.

Throughout 2020, there were no situations with potential conflicts of interest faced by members of the Board of Commissioners in making their decisions as stated in the Statement of Independent Actions in the Company's Operational Supervision which has been published on the Company's website.

### Pernyataan Independen Anggota Dewan Komisaris

### Independent Statement of the Members of the Board of Commissioners

No.	Pernyataan Statement	Agus Prabowo	Lusiaga Levi Susila	Anis Baridwan	Antonius Ratdomopurbo
1	Kepemilikan saham pribadi di ELNUSA Ownership of private shares in ELNUSA	x	x	x	x
	Kepemilikan saham oleh keluarga di ELNUSA Family ownership in ELNUSA	x	x	x	x
	Kepemilikan saham pribadi diluar ELNUSA Ownership outside ELNUSA	x	x	x	x
	Kepemilikan saham oleh keluarga diluar ELNUSA Ownership of shares by families outside ELNUSA	x	x	x	x
2	Hubungan keluarga sedarah sampai derajat ke-3, baik menurut garis lurus maupun garis ke samping ataupun hubungan yang timbul karena perkawinan dengan anggota Dewan Komisaris lainnya atau dengan anggota Direksi family relations up to the 3rd degree, either in a straight line or a side line or a relationship arising from marriage with other members of the Board of Commissioners or with members of the Board of Directors	x	x	x	x
3	Aktivitas sebagai berikut: Menjabat sebagai Direktur pada BUMN, BUMD atau BUMS yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di ELNUSA. Menjabat sebagai pengurus politik dan/atau calon/anggota legislative dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah The following activities: Serves as a Director at an SOE, ROE, or BUMS could cause a conflict of interest related to a position at ELNUSA. Serves as a political committee and/or candidate/member of the legislature and/or is a candidate or serves as head/deputy head of regional government.	x	x	x	x
4	Menghindari benturan kepentingan yang dapat berpengaruh pada pengawasan sebagai Komisaris ELNUSA Avoiding conflicts of interest that could affect supervision as ELNUSA Commissioner	√	√	√	√
5	Bertindak independen terutama dalam hal proses pengambilan keputusan termasuk tetapi tidak terbatas pada hal-hal yang tertulis di atas Acting independently, especially in terms of the decision-making process, including but not limited to the things written above	√	√	√	√

Setiap adanya perubahan portofolio kepemilikan saham Dewan Komisaris di ELNUSA, maka Dewan Komisaris wajib melaporkan kepada VP Corporate Secretary melalui penyerahan Daftar Khusus Kepemilikan Saham untuk selanjutnya disampaikan kepada Otoritas Pasar Modal.

Berdasarkan ketentuan POJK Nomor 11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka, Dewan Komisaris wajib melaporkan kepada Otoritas Jasa Keuangan atas kepemilikan dan setiap perubahan kepemilikan saham ELNUSA. Laporan tersebut wajib disampaikan paling lambat 10 (Sepuluh) hari sejak terjadinya kepemilikan atau perubahan kepemilikan saham ELNUSA. Dewan Komisaris juga dapat memberikan kuasa tertulis kepada VP Corporate Secretary untuk melaporkan kepemilikan dan perubahan kepemilikan sahamnya atas ELNUSA dan disampaikan paling lambat 5 (lima) hari sejak terjadinya perubahan kepemilikan atas saham ELNUSA tersebut kepada OJK.

Selama tahun 2020 tidak terdapat perubahan kepemilikan saham yang dimiliki Dewan Komisaris di Perusahaan karena anggota Dewan Komisaris tidak ada yang memiliki saham di ELNUSA.

### Kebijakan Rangkap Jabatan Dewan Komisaris

Ketentuan mengenai rangkap jabatan Dewan Komisaris ELNUSA juga tercantum dalam Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik serta Peraturan Perundang-Undangan lainnya.

### Rangkap Jabatan Dewan Komisaris pada Perusahaan/Instansi Lain

Every time there is a change in the portfolio of the Board of Commissioners' share ownership in ELNUSA, the Board of Commissioners must report to the VP Corporate Secretary by submitting a Special List of Share Ownership to be submitted to the Capital Market Authority.

Based on the provisions of FSA Number 11/POJK.04/2017 concerning Report of Ownership or Any Change in Share Ownership of Public Companies, the Board of Commissioners is required to report to the Financial Services Authority on ownership and any changes in ownership of ELNUSA shares. The report must be submitted no later than 10 (ten) days after the occurrence of ownership or change of ownership of ELNUSA shares. The Board of Commissioners may also grant written power to the VP Corporate Secretary to report ownership and changes in ownership of shares in ELNUSA and submitted no later than 5 (five) days after the change in ownership of ELNUSA shares to FSA.

During 2020 there was no change in share ownership held by the Board of Commissioners in the Company because none of the members of the Board of Commissioners has share ownership in Elnusa.

### Concurrent position Policy for the Board of Commissioners

Provisions regarding concurrent positions for the ELNUSA Board of Commissioners are also contained in the Financial Services Authority Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies and other laws and regulations.

### Concurrent positions on the Board of Commissioners in Other Companies/Agencies

Nama Name	Jabatan pada Perusahaan Lain Position at Other Companies	Jabatan pada Instansi Lain Position at Other Agencies
Agus Prabowo	Komisaris PT Surabaya Industrial Estate Rungkut (2020-sekarang) Commissioner of PT Surabaya Industrial Estate Rungkut (2020-present)	Staf Khusus Menteri PUPR (2019-sekarang) Senior Management Advisor for Environment Unit (2019-present)
Lusiaga Levi Susila	-	-
Anis Baridwan	<ul style="list-style-type: none"> <li>Komite Audit PT Kustodian Sentral Efek Indonesia (2015-sekarang)</li> <li>Komisaris Independen PT Nikko Sekuritas Indonesia (2018-sekarang)</li> <li>Audit Committee of the Indonesian Central Securities Depository (2015-present)</li> <li>Independent Commissioner of PT Nikko Sekuritas Indonesia (2018-present)</li> </ul>	<ul style="list-style-type: none"> <li>Dosen Magister Management Universitas Gadjah Mada (2002-sekarang)</li> <li>Lecturer in Master of Management at Gadjah Mada University (2002-present)</li> </ul>

Nama Name	Jabatan pada Perusahaan Lain Position at Other Companies	Jabatan pada Instansi Lain Position at Other Agencies
Antonius Ratdomopurbo	-	Pusat Survei Geologi, Badan Geologi (2021-sekarang) Geological Survey Center, Geological Agency (2021-present)

### Program Pengenalan Perusahaan untuk Dewan Komisaris

ELNUSA melaksanakan program pengenalan bagi anggota Dewan Komisaris yang baru dengan tujuan memberikan gambaran atas aktivitas bisnis, rencana perusahaan ke depan, pedoman kerja dan hal lainnya yang menjadi tanggung jawab Dewan Komisaris. Program pengenalan diatur dalam Pedoman Kerja Dewan Komisaris.

Pada tahun 2020, telah dilakukan program pengenalan perusahaan untuk Dewan Komisaris yang baru diangkat berdasarkan Keputusan RUPS Tahunan Tahun Buku 2019 yakni kepada Agus Prabowo. Materi pengenalan diberikan oleh VP Corporate Secretary. Program pengenalan perusahaan dilaksanakan pada tanggal 14 Juli 2020. Selain pemaparan atas Perusahaan, dalam program pengenalan Perusahaan juga disampaikan dokumen-dokumen penunjang diantaranya Laporan Tahunan, Rencana Kerja dan Anggaran Perusahaan (RKAP), Rencana Jangka Panjang Perusahaan (RJPP), Anggaran Dasar Perseroan, Standar Etika Perusahaan, Pedoman Kerja/Board Manual Dewan Komisaris dan Komite Penunjang Dewan Komisaris, dan kebijakan lainnya serta peraturan-peraturan yang terkait dengan pelaksanaan tugas Dewan Komisaris. Selain itu, guna memahami secara langsung proses bisnis Perusahaan, program pengenalan Perusahaan juga meliputi kunjungan secara virtual Unit Bisnis Perusahaan maupun Anak Perusahaan.

### Program Pengembangan Kapabilitas Dewan Komisaris

Guna meningkatkan kompetensi dan pengetahuan Dewan Komisaris dan sejalan dengan program pengembangan Dewan Komisaris sebagaimana tercantum dalam Pedoman Kerja/Board Manual yakni bahwa anggota Dewan Komisaris harus senantiasa menambah dan memutakhirkan pengetahuannya melalui kegiatan pelatihan, workshop, seminar, conference, ataupun dalam bentuk kunjungan kerja serta banding kaji (*benchmark*), maka pada tahun 2020 realisasi Program Pelatihan dan Pengembangan yang dilakukan oleh Dewan Komisaris yakni:

### Company Introduction Program for the Board of Commissioners

ELNUSA carries out an introduction program for new members of the Board of Commissioners to provide an overview of business activities, future company plans, work guidelines, and other matters that are the responsibility of the Board of Commissioners. The familiarization program is regulated in the Work Guidelines for the Board of Commissioners.

In 2020, a company introduction program was carried out for the newly appointed Board of Commissioners based on the Resolution of the 2019 Annual General Meeting of Shareholders, namely Agus Prabowo. The introductory material was provided by the VP Corporate Secretary. The company introduction program was carried out on July 14, 2020. Besides the Company exposure, supporting documents were also provided in the Company introduction program including the Annual Report, the Company Work Plan and Budget (RKAP), the Company Long-term Plan (RJPP), the Company's Articles of Association, Company Ethical Standards, Work Guidelines/Board Manual for the Board of Commissioners and the Board of Commissioners' Supporting Committees, and other policies and regulations related to the implementation of the duties of the Board of Commissioners. Besides, to understand firsthand the Company's business processes, the Company introduction program also includes virtual visits to the Company's and Subsidiaries' Business Units.

### Capability Development Program for the Board of Commissioners

To increase the competence and knowledge of the Board of Commissioners and in line with the development program of the Board of Commissioners as stated in the Work Guidelines/Board Manual, namely that members of the Board of Commissioners must constantly add and update their knowledge through training activities, workshops, seminars, conferences, or in the form of work visits and appeals. benchmark, then in 2020 the realization of the Training and Development Program carried out by the Board of Commissioners, namely:


Nama Name	Tanggal Date	Program Pelatihan dan Pengembangan Training and Development Program	Provider Provider	Lokasi Location
Agus Prabowo	15-18 Desember 2020 December 15-18, 2020	Corporate Law for Executive	PT Pertamina Training Consulting	Online
Lusiaga Levi Susila	15-18 Desember 2020 December 15-18, 2020	Corporate Law for Executive	PT Pertamina Training Consulting	Online
	5 Februari 2020 February 5, 2020	Seminar Great Business through Great People	Corporate Leadership Development Institute	Jakarta
Antonius Ratdomopurbo	12 Mei 2020 May 12, 2020	Directorship Program	PT Pertamina Training Consulting	Online

### Fokus Pengawasan serta Realisasi Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris Tahun 2020

Dengan memperhatikan isu-isu penting yang menjadi tantangan pengawasan Dewan Komisaris, maka dengan dukungan Komite Penunjang Dewan Komisaris, Dewan Komisaris konsisten melaksanakan pengawasan di antaranya dengan:


### The focus of Supervision and Realization of the Implementation of Duties and Responsibilities of the Board of Commissioners in 2020

By considering the important issues that challenge the Board of Commissioners 'supervision, with the support of the Board of Commissioners' Supporting Committees, the Board of Commissioners consistently carries out supervision including:




Memperhatikan hal-hal yang sifatnya strategis, di samping hal-hal yang sifatnya rutin dan jangka pendek

Pay attention to strategic issues, besides routine and short-term matters




Memperhatikan penanganan GCG, isu sosial, lingkungan dan berfungsinya IT Governance serta pengendalian internal yang berbasis manajemen risiko

Pay attention to the implementation of GCG, social issues, the environment and IT Governance function and internal control-based risk management



Fokus, proaktif, intensif serta konsisten dalam melakukan pengawasan

Focus, proactive, intensive and consistent in monitoring



Meningkatkan kerja sama sinergi antar Komite dan Komite dengan Divisi mitra kerjanya dalam mencapai target Perusahaan

Improving cooperation between the Committee and the synergy of the Committee with the Division of its partners in achieving the Company's target



Selama Tahun Buku 2020, Dewan Komisaris telah melaksanakan tugas pengawasan atas kegiatan operasional Perusahaan, di antaranya:

1. Membuat Program Kerja dan Anggaran Dewan Komisaris Tahunan 2021;
2. Membuat laporan pelaksanaan pengawasan Dewan Komisaris Tahun Buku 2019;
3. Mengevaluasi usulan besaran Tantiem Tahun Buku 2019 dan Remunerasi Direksi Perseroan Tahun Buku 2020;
4. Melakukan penilaian kinerja Direksi dan Dewan Komisaris Tahun Buku 2019 dengan metode *self-assessment*;
5. Meneliti dan menelaah laporan-laporan dari Komite Penunjang Dewan Komisaris yang menjadi perpanjangan tangan Dewan Komisaris dalam melaksanakan fungsi pengawasan Dewan Komisaris;
6. Menyelenggarakan rapat internal Dewan Komisaris dan rapat yang mengundang Direksi serta memberikan pandangan atas laporan kinerja bulanan dan tahunan Direksi serta terhadap hal-hal lainnya yang diperlukan;
7. Mengikuti perkembangan kegiatan Perseroan baik dari informasi-informasi internal yang disediakan oleh Perseroan maupun dari informasi-informasi eksternal yang berasal dari media maupun dari sumber-sumber lainnya dalam Tahun 2020;
8. Melakukan kajian atas permintaan persetujuan tertulis dari Direksi atas hal-hal sesuai ketentuan dalam Anggaran Dasar Perseroan dan/atau peraturan perundang-undangan; dan
9. Melakukan *review* atas sistem manajemen risiko Perusahaan.

Selama tahun 2020, transaksi atau tindakan yang dilakukan oleh Direksi Perusahaan yang memerlukan persetujuan tertulis dari Dewan Komisaris sesuai dengan Anggaran Dasar Perseroan Pasal 15 Ayat 2 antara lain sebagai berikut:

1. Persetujuan atas investasi baik di Unit Bisnis Perusahaan maupun Anak Perusahaan.
2. Persetujuan fasilitas kredit maupun penerbitan sukuk.
3. Persetujuan Revisi Rencana Kerja dan Anggaran Perusahaan Tahun 2020.
4. Persetujuan Rencana Kerja dan Anggaran Perusahaan Tahun 2021.

During the 2020 Financial Year, the Board of Commissioners has carried out supervisory duties over the Company's operational activities, including:

1. Preparing the Work Program and Budget for the Board of Commissioners for the Year 2021;
2. Prepare a report on the implementation of supervision by the Board of Commissioners for the 2019 Fiscal Year;
3. Evaluating the proposed amount of bonus for the 2019 Fiscal Year and the Remuneration for the Board of Directors of the Company for the 2020 Fiscal Year;
4. Assessed the performance of the Board of Directors and the Board of Commissioners for the 2019 Financial Year using the self-assessment method;
5. Examining and analyzing reports from the Supporting Committee of the Board of Commissioners which is an extension of the Board of Commissioners in carrying out the supervisory function of the Board of Commissioners;
6. Organizing internal meetings of the Board of Commissioners and meetings that invite the Board of Directors and provide views on the monthly and annual performance reports of the Board of Directors and other necessary matters;
7. Following the development of the Company's activities, both from internal information provided by the Company and from external information that comes from the media and other sources in 2020;
8. Reviewing requests for written approval from the Board of Directors on matters following the provisions of the Company's Articles of Association and/or laws and regulations; and
9. Reviewing the Company's risk management system.

During 2020, transactions or actions carried out by the Company's Board of Directors that require written approval from the Board of Commissioners following the Company's Articles of Association Article 15 Paragraph 2 are as follows:

1. Approval of investments in both the Company's and Subsidiaries' Business Units.
2. Approval of credit facilities and issuance of Sukuk.
3. Approval of the Revised 2020 Company Work Plan and Budget.
4. Approval of the Company's 2021 Work Plan and Budget.

Selain hal tersebut di atas, realisasi Rencana Kerja Dewan Komisaris tahun 2020 antara lain:

1. Membuat Rencana Kerja dan Anggaran Dewan Komisaris Tahun Buku 2021.
2. Membuat laporan pelaksanaan pengawasan Dewan Komisaris Tahun Buku 2019.
3. Melakukan kajian dan memonitor kinerja Perseroan setiap bulan.
4. Melakukan evaluasi terhadap kinerja KAP atas audit 31 Desember 2019.
5. Menetapkan KAP untuk melakukan audit 31 Desember 2020.
6. Kunjungan Kerja Dewan Komisaris.

Besides the foregoing, the realization of the 2020 Board of Commissioners Work Plan includes:

1. Preparing the Work Plan and Budget for the Board of Commissioners for the 2021 Fiscal Year.
2. Prepare a report on the implementation of supervision of the Board of Commissioners for the 2019 Fiscal Year.
3. Reviewing and monitoring the performance of the Company every month.
4. Evaluated the performance of KAP on the 31 December 2019 audit.
5. Determined KAP to conduct audits on December 31, 2020.
6. Working Visit of the Board of Commissioners.

Lokasi Kunjungan Kerja Work Visit Locations	Tanggal Date	Peserta Kunjungan Kerja Work Visit Participants
PT Elnusa Petrofin (Online)	July 23, 2020 July 23, 2020	Dewan Komisaris, Komite di Bawah Dewan Komisaris Board of Commissioners, Committees under the Board of Commissioners
PT Patra Nusa Data	21 Oktober 2020 October 21, 2020	Dewan Komisaris Board of Commissioners
PT Sigma Cipta Utama	21 Oktober 2020 October 21, 2020	Dewan Komisaris Board of Commissioners

7. Rekomendasi Dewan Komisaris

- a. Perseroan sebagai perusahaan terbuka dalam menjalankan Perusahaan sedapat mungkin sesuai dengan peraturan dan perundang-undangan yang berlaku serta tata kelola perusahaan yang baik (*Good Corporate Governance*).
- b. *Health, Safety, Security and Environment* merupakan aspek mendasar dalam operasional Perseroan. Seluruh entitas Perseroan dari mulai pekerja di lapangan hingga pihak manajemen, serta kontraktor pihak ketiga yang terlibat dengan kegiatan Perseroan diwajibkan mematuhi implementasi HSSE.

7. Recommendations from the Board of Commissioners

- a. The Company as a public company in running the Company as much as possible following applicable laws and regulations and good corporate governance (*Good Corporate Governance*).
- b. *Health, Safety, Security, and Environment* are fundamental aspects of the Company's operations. All Company entities, from field workers to management, and third-party contractors involved in the Company's activities are required to comply with the HSSE implementation.

### Penilaian atas Kinerja Komite Penunjang Dewan Komisaris

Evaluasi terhadap kinerja anggota komite di bawah Dewan Komisaris dilakukan melalui penilaian antara lain meliputi kehadiran dalam rapat, kemampuan bekerja sama dan berkomunikasi secara aktif sesama anggota komite, integritas, kemampuan memahami visi, misi dan rencana strategis Perseroan serta kualitas atas saran/rekomendasi yang diberikan terkait program kerja masing-masing komite.

Dalam melaksanakan tugasnya, Dewan Komisaris dibantu tiga Komite sebagai organ pendukung Dewan Komisaris yaitu:

1. Komite Audit yang dalam melaksanakan tugas dan tanggung jawab serta kewenangannya dilakukan sesuai dengan Piagam Komite Audit.
2. Komite Nominasi dan Remunerasi yang berfungsi membantu Dewan Komisaris dalam pelaksanaan penetapan nominasi dan remunerasi Dewan Komisaris dan Direksi Perseroan.
3. Komite Pemantau Risiko yang berfungsi membantu Dewan Komisaris memberikan masukan serta melakukan evaluasi sistem pengelolaan risiko, pengawasan internal dan menyediakan informasi kepada Dewan Komisaris mengenai masalah-masalah terkait untuk mengantisipasi risiko yang mungkin akan terjadi.

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

Evaluation of the performance of committee members under the Board of Commissioners is carried out through assessments including attendance at meetings, the ability to work together and communicate actively among committee members, integrity, ability to understand the vision, mission, and strategic plans of the Company and the quality of the suggestions/recommendations given related to the work program of each committee.

In carrying out its duties, the Board of Commissioners is assisted by three Committees as supporting organs for the Board of Commissioners, namely:

1. The Audit Committee in carrying out its duties and responsibilities and its authority is carried out following the Audit Committee Charter.
2. The Nomination and Remuneration Committee functions to assist the Board of Commissioners in implementing the nomination and remuneration for the Board of Commissioners and Board of Directors of the Company.
3. The Risk Monitoring Committee, which functions to assist the Board of Commissioners, provides input and evaluates the risk management system, internal control and provides information to the Board of Commissioners on related issue.

## DIREKSI

Direksi adalah organ perusahaan yang bertugas dan bertanggung jawab secara kolektif untuk melakukan pengelolaan atas Perseroan untuk kepentingan dan tujuan Perseroan sesuai dengan ketentuan Anggaran Dasar serta melaksanakan GCG pada seluruh tingkatan atau jenjang organisasi. Dalam melaksanakan tugasnya Direksi bertanggung jawab kepada RUPS sebagai bentuk perwujudan akuntabilitas pengelolaan perusahaan sesuai dengan prinsip-prinsip tata kelola perusahaan.

### Dasar Hukum Pengangkatan Direksi

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas
2. Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.
3. Anggaran Dasar Perseroan sebagaimana telah diubah dengan Akta No. 14 tanggal 8 Juli 2020.

### Masa Jabatan Direksi

Berdasarkan Anggaran Dasar Perseroan, anggota Direksi menjabat untuk jangka waktu terhitung sejak tanggal ditetapkan oleh RUPS dan berakhir pada penutupan RUPS Tahunan yang ke-3 setelah pengangkatannya.

### Komposisi dan Susunan Direksi Tahun 2020

Komposisi Direksi Perseroan harus sedemikian rupa disesuaikan dengan besarnya kegiatan kompleksitas bisnis Perseroan dan struktur organisasi sehingga memungkinkan pengambilan putusan yang efektif, tepat dan cepat dalam rangka pencapaian tujuan-tujuan Perseroan.

Berdasarkan Anggaran Dasar Perseroan dan Keputusan RUPS Tahunan yang dilaksanakan pada tanggal 8 Juli 2020 yang tertuang dalam Akta Notaris Nomor 14 tanggal 8 Juli 2020 yang dibuat oleh Notaris Aulia Taufani S.H. ditetapkan 4 (empat) orang sebagai anggota Direksi yang bertugas untuk melakukan pengurusan Perseroan.

Adapun komposisi dan susunan Direksi per 31 Desember 2020 adalah sebagai berikut:

## THE BOARD OF DIRECTORS

The Board of Directors is a corporate organ that is tasked with and is collectively responsible for managing the Company for the interests and objectives of the Company in accordance with the provisions of the Articles of Association and implementing GCG at all levels or levels of the organization. In carrying out its duties the Board of Directors is responsible to the GMS as a form of the realization of the accountability of company management in accordance with the principles of corporate governance.

### Legal Basis for Appointment of Directors

1. Law No. 40 of 2007 concerning Limited Liability Companies
2. Financial Services Authority Regulation No. 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies.
3. The Company's Articles of Association as amended by Deed No. 14 dated July 8, 2020.

### Term of Office of Directors

Based on the Company's Articles of Association, members of the Board of Directors hold office for a period commencing from the date set by the GMS and ending at the close of the 3rd Annual GMS after their appointment.

### Composition of Directors in 2019

The composition of the Company's Board of Directors must be adjusted in accordance with the magnitude of the Company's business complexity activities and organizational structure so as to enable effective, precise and fast decision making in order to achieve the Company's objectives.

Based on the Company's Articles of Association and the Resolution of the Annual General Meeting of Shareholders held on July 8, 2020 as stipulated in Notarial Deed No. 14 dated July 8, 2020 made by Notary Aulia Taufani, S.H, 4 (four) members were appointed as members of the Board of Directors in charge of managing the Company.

The composition of the Board of Directors as of December 31, 2020 is as follows:

**Komposisi dan Susunan Direksi per 31 Desember 2020**  
Composition of the Board of Directors as of December 31, 2020

Nama Name	Dasar Pengangkatan Appointment Basis	Jabatan Position	Periode Jabatan Position Period
Ali Mundakir	Akta Pernyataan Keputusan Rapat No. 14 tanggal 8 Juli 2020 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Resolutions No. 14 dated July 8, 2020 made before Aulia Taufani, S.H. Notary in South Jakarta Administrative City	Direktur Utama President Director	Ke-1 1 <sup>st</sup>
Hery Setiawan	Akta Pernyataan Keputusan Rapat No. 36 tanggal 31 Agustus 2018 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Resolutions No. 36 dated August 31, 2018 which was made before Aulia Taufani, S.H. Notary in South Jakarta Administrative City	Direktur Keuangan Director of Finance	Ke-2 2 <sup>nd</sup>
Tenny Elfrida	Akta Pernyataan Keputusan Rapat No. 14 tanggal 8 Juli 2020 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Resolutions No. 14 dated July 8, 2020 made before Aulia Taufani, S.H. Notary in South Jakarta Administrative City	Direktur SDM & Umum Director of Human Resources and General Affairs	Ke-1 1 <sup>st</sup>
Arief Riyanto	Akta Pernyataan Keputusan Rapat No. 36 tanggal 31 Agustus 2018 yang dibuat di hadapan Aulia Taufani, S.H. Notaris di Kota Administrasi Jakarta Selatan Deed of Resolutions No. 36 dated August 31, 2018 which was made before Aulia Taufani, S.H. Notary in South Jakarta Administrative City	Direktur Pengembangan Usaha merangkap Direktur Operasi Director of Business Development concurrently as Director of Operations	Ke-2 2 <sup>nd</sup>

Profil seluruh anggota Dewan Komisaris dapat dilihat pada bab Profil Perusahaan pada Laporan Tahunan ini.

The profiles of all members of the Board of Directors can be seen in the Company Profile chapter in this Annual Report.

### Kriteria dan Persyaratan Direksi

Seluruh anggota Direksi yang diangkat dan diberhentikan oleh RUPS telah sesuai dengan Anggaran Dasar Perseroan serta sesuai dengan persyaratan yang terdapat dalam Peraturan Otoritas Jasa Keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.

### Directors' Criteria and Requirements

All members of the Board of Directors who are appointed and dismissed by the GMS complied with the Company's Articles of Association and the requirements contained in the Financial Services Authority Regulation Number 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies.

Direksi harus memenuhi syarat umum dan syarat khusus yang juga tertuang dalam *Board Manual* Perseroan, yang mencakup antara lain:

The Board of Directors must meet the general requirements and special requirements which are also stipulated in the Company's Board Manual, which include:

1. Persyaratan umum:
  - a. Orang perseorangan;
  - b. Memiliki akhlak, moral dan integritas yang baik;
  - c. Mampu melaksanakan perbuatan hukum;
  - d. Tidak pernah dinyatakan pailit oleh pengadilan dalam waktu lima tahun terakhir sebelum pencalonan;

1. General requirements:
  - a. An individual;
  - b. Having good character, morals and integrity;
  - c. Able to carry out legal actions;
  - d. The court has never declared bankruptcy in the last five years before the nomination;

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| <ul style="list-style-type: none"> <li>e. Tidak pernah menjadi Direktur yang dinyatakan bersalah oleh Pengadilan dalam waktu lima tahun terakhir sebelum pencalonan;</li> <li>f. Tidak boleh ada hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping atau hubungan semenda (menantu atau ipar) dengan Direktur lain dan/atau Anggota Dewan Komisaris;</li> <li>g. Tidak boleh merangkap jabatan lain yang dapat menimbulkan benturan kepentingan secara langsung atau tidak langsung dengan Perseroan dan atau yang bertentangan dengan ketentuan peraturan perundang-undangan yang berlaku;</li> <li>h. Memiliki integritas dan moral yang baik;</li> <li>i. Berwatak baik dan mempunyai kemampuan untuk mengembangkan usaha guna kemajuan Perseroan;</li> <li>j. Memiliki kompetensi, yaitu kemampuan dan pengalaman dalam bidang-bidang yang menunjang pelaksanaan tugas dan kewajiban Direksi;</li> <li>k. Memiliki komitmen untuk mematuhi peraturan perundang-undangan yang berlaku;</li> <li>l. Bukan pengurus partai politik dan/atau calon anggota legislatif.</li> </ul> <p>2. Persyaratan khusus:</p> <ul style="list-style-type: none"> <li>a. Memiliki pengalaman menangani korporasi sebagai senior management dan dapat memberikan rekomendasi dan solusi yang diperlukan;</li> <li>b. Memahami ketentuan-ketentuan terkait dengan perusahaan terbuka dan pasar modal;</li> <li>c. Berani dan cepat (<i>less bureaucracy</i>) di dalam pengambilan keputusan;</li> <li>d. Mempunyai rekam jejak yang bersih dari aspek integritas;</li> <li>e. Memiliki leadership, sense of entrepreneurship dan pengalaman;</li> <li>f. Networking yang memadai dan interpersonal skill.</li> </ul> <p>3. Pertimbangan lainnya:<br/>Keberagaman komposisi anggota Direksi dapat digunakan sebagai salah satu bahan pertimbangan dalam proses nominasi dan suksesi anggota Direksi dengan memperhatikan pengetahuan, keahlian dan pengalaman yang sesuai dengan kebutuhan dan kondisi perusahaan sehingga mendapatkan komposisi yang optimal serta efektivitas dalam pengambilan keputusan. Direksi Perseroan diwajibkan untuk</p> | <ul style="list-style-type: none"> <li>e. Has never been a Director found guilty by the Court in the past five years prior to nomination;</li> <li>f. There must not be blood relations up to the third degree, either in a straight line or sideways line or in a relationship (son-in-law or brother-in-law) with other Directors and/or Members of the Board of Commissioners;</li> <li>g. May not concurrently hold another position that may cause a conflict of interest directly or indirectly with the Company and or which is in conflict with the provisions of the applicable laws and regulations;</li> <li>h. Having integrity and good morals;</li> <li>i. Having a good character and having the ability to develop a business for the progress of the Company;</li> <li>j. Having competence, namely the ability and experience in fields that support the implementation of the duties and obligations of the Board of Directors;</li> <li>k. Having a commitment to comply with applicable laws and regulations;</li> <li>l. Not a political party administrator and/or candidate legislative member.</li> </ul> <p>2. Special requirements:</p> <ul style="list-style-type: none"> <li>a. Having experience handling corporations as senior management and can provide recommendations and solutions as needed;</li> <li>b. Understand the provisions relating to publicly listed companies and capital markets;</li> <li>c. Daring and fast (<i>less bureaucracy</i>) in decision making;</li> <li>d. Having a clean track record of integrity aspects;</li> <li>e. Have leadership, sense of entrepreneurship and experience;</li> <li>f. Adequate networking and interpersonal skills.</li> </ul> <p>3. Other considerations:<br/>The diversity of the composition of the members of the Board of Directors can be used as one of the considerations in the process of nomination and succession of members of the Board of Directors by taking into account the knowledge, expertise and experience in accordance with the needs and conditions of the company so as to obtain an optimal composition and effectiveness in decision making. The Company's Directors</p> |
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menandatangani surat pernyataan terkait dengan pemenuhan persyaratan tersebut di atas dan didokumentasikan oleh Perseroan.

are required to sign a statement relating to the fulfillment of the above requirements and are documented by the Company.

Pengangkatan Direksi Perseroan telah melalui proses *fit & proper test* (uji kemampuan dan kepatutan) yang dilakukan oleh pemegang saham pengendali sesuai dengan peraturan perundangan-undangan yang berlaku dan ketentuan tata kelola perusahaan, untuk kemudian diajukan kepada RUPS untuk dilakukan proses selanjutnya.

The appointment of the Board of Directors of the Company has gone through a fit & proper test process carried out by the controlling shareholder in accordance with applicable laws and regulations and corporate governance provisions, and then submitted to the GMS for further processing.

Berikut adalah status uji kemampuan dan kepatutan Direksi Perseroan yang menjabat sampai dengan akhir Desember 2020:

The following is the status of the fit and proper test of the Company's Directors who have served until the end of December 2020:

Nama Name	Jabatan Position	Hasil <i>Fit &amp; Proper Test</i> Fit & Proper Test Result	Pelaksana Test Implementor
Ali Mundakir	Direktur Utama President Director	Lulus Passed	
Hery Setiawan	Direktur Keuangan Director of Finance	Lulus Passed	PT Pertamina (Persero) selaku Pemegang Saham Pengendali
Tenny Elfrida	Direktur SDM & Umum Director of Human Resources and General Affairs	Lulus Passed	PT Pertamina (Persero) as the Controlling Shareholders
Arief Riyanto	Direktur Pengembangan Usaha merangkap Direktur Operasi Director of Business Development concurrently as Director of Operations	Lulus Passed	

Keterangan terkait dengan keberagaman dalam pendidikan, pengalaman kerja dan usia dapat dilihat secara rinci pada Bab Profil Perusahaan, Sub Bab Identitas dan riwayat hidup singkat anggota Direksi.

Information related to diversity in education, work experience and age can be seen in detail in the Company Profile Chapter, Identity Sub-Chapter and a brief curriculum vitae of members of the Board of Directors.

### Pedoman dan Tata Tertib Kerja Direksi

Direksi Perseroan memiliki Pedoman Kerja (Board Manual) yang digunakan sebagai acuan dalam menjalankan tugas, tanggung jawab dan wewenangnya, Direksi berpedoman pada Board Manual. Board Manual tersebut berisi tentang petunjuk tata laksana kerja Direksi serta menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten untuk menjadi acuan bagi Direksi dalam melaksanakan tugas sesuai dengan standar prinsip tata kelola perusahaan untuk mencapai visi misi Perusahaan. Board Manual tersebut senantiasa dilakukan evaluasi secara berkala agar sejalan dengan perubahan peraturan perundang-undangan yang berlaku dan praktik terbaik tata kelola Perusahaan yang disesuaikan dengan kebutuhan Perseroan.

### Directors' Guidelines and Rules of Work

The Board of Directors of the Company has a Work Manual (Board Manual) which is used as a reference in carrying out its duties, responsibilities and authorities. Thus, the Board of Directors' work is guided by the Board Manual. The Board Manual contains guidelines for the work procedures of the Directors and explains the stages of activities that are structured, systematic, easy to understand and can be carried out consistently to be a reference for Directors in carrying out tasks in accordance with the standards of corporate governance principles to achieve the Company's vision and mission. The Board Manual is regularly evaluated so that it is in line with changes in applicable laws and best practices of corporate governance that are tailored to the needs of the Company.

*Board Manual* disusun berdasarkan prinsip-prinsip hukum perusahaan, ketentuan anggaran dasar, peraturan perundang-undangan yang berlaku, arahan dari pemegang saham serta best practices tata kelola perusahaan.

Adapun ruang lingkup pedoman kerja Direksi, meliputi sebagai berikut:

1. Fungsi Direksi
2. Tugas dan Kewajiban Direksi
3. Hak dan Wewenang Direksi
4. Persyaratan Direksi
5. Proses Pengangkatan Direksi
6. Keanggotaan Direksi
7. Rangkap Jabatan Direksi
8. Masa Jabatan Direksi
9. Pemberhentian Anggota Direksi
10. Pengunduran Diri Anggota Direksi
11. Keadaan Anggota Direksi Lowong
12. Pengalihan Tugas Sementara Anggota Direksi
13. Rencana Pergantian atau Perubahan Direksi
14. Independensi Direksi
15. Pengungkapan Kepemilikan Saham dan Hubungan Afiliasi
16. Program Pengenalan dan Peningkatan Kapabilitas
17. Waktu Kerja Anggota Direksi
18. Etika Jabatan Direksi
19. Penetapan Kebijakan Pengurusan Perusahaan oleh Direksi
20. Pendelegasian Wewenang di antara Direktur Perusahaan
21. Komposisi dan Pembagian Tugas Direksi
22. Rapat Direksi
23. Organ Pendukung Direksi
24. Hubungan Kerja antara Dewan Komisaris dan Direksi
25. Evaluasi Kinerja Direksi
26. Pertanggungjawaban Direksi

### Tugas, Kewajiban, dan Wewenang Direksi

Direksi menjalankan tugas dan kewenangan pengurusan Perseroan untuk tujuan dan kepentingan Perseroan termasuk mewakili Perseroan baik di dalam maupun di luar pengadilan.

1. Prinsip dasar pelaksanaan tugas dan kewajiban Direksi Perseroan sebagai berikut:

The Board Manual is prepared based on the principles of corporate law, provisions of the articles of association, applicable laws and regulations, directives from shareholders and best practices of corporate governance.

The scope of the Board of Directors' work guidelines includes the following:

1. Function of the Board of Directors
2. Duties and Obligations of Directors
3. Rights and Powers of Directors
4. Requirements for the Directors
5. Process of Appointing Directors
6. Membership of the Directors
7. Multiple Directors' Positions
8. Term of Office of Directors
9. Dismissal of members of the Board of Directors
10. Resignation of Members of the Board of Directors
11. Condition of Members of the Board of Directors Vacant
12. Temporary Transfer of Duties of Members of the Board of Directors
13. Change or Change Board of Directors Plans
14. Independence of the Directors
15. Disclosure of Share Ownership and Affiliation Relations
16. Capability Introduction and Enhancement Program
17. Working Hours of Directors
18. Ethics of Directors' Position
19. Determination of Company Management Policies by the Directors
20. Delegation of Authority Among Company Directors
21. Composition and Division of Duties of Directors
22. Directors' Meeting
23. Supporting Organs of the Directors
24. Work Relationship between the Board of Commissioners and the Board of Directors
25. Evaluate Directors' Performance
26. Accountability of the Directors

### Duties, Obligations, and Authority of the Board of Directors

The Board of Directors carries out the duties and authority of managing the Company for the purposes and interests of the Company, including representing the Company both inside and outside the court.

1. The basic principles of carrying out the duties and obligations of the Company's Directors are as follows:



- a. Bertanggung jawab penuh dalam melaksanakan tugasnya untuk kepentingan dan usaha Perseroan dalam mencapai maksud dan tujuannya;
  - b. Memimpin dan mengurus Perseroan sesuai dengan maksud dan tujuan Perseroan dan senantiasa berusaha meningkatkan efisiensi dan efektivitas Perseroan;
  - c. Menguasai, memelihara, dan mengurus kekayaan Perseroan;
  - d. Dalam setiap pengambilan keputusan/tindakan, harus mempertimbangkan risiko usaha.
2. Dalam melaksanakan tugas dan kewajiban tersebut, Direksi Perseroan wajib memperhatikan kebijakan umum yang diatur dalam pedoman kerja (board manual) Perseroan sebagai berikut:
- a. Dengan itikad baik dan penuh tanggung jawab menjalankan tugas untuk kepentingan Perseroan;
  - b. Tunduk pada ketentuan peraturan perundang-undangan yang berlaku, Anggaran Dasar dan keputusan RUPS serta memastikan seluruh aktivitas Perseroan telah sesuai dengan ketentuan peraturan perundang-undangan yang berlaku, Anggaran Dasar dan keputusan RUPS;
  - c. Menerapkan *Good Corporate Governance* secara konsisten;
  - d. Mematuhi peraturan internal Perseroan;
  - e. Melaksanakan pengurusan Perseroan untuk kepentingan dan tujuan Perseroan;
  - f. Menetapkan susunan organisasi Perseroan lengkap dengan pelaksanaan tugasnya;
  - g. Bertindak selaku pimpinan dalam pengurusan Perseroan;
  - h. Memelihara dan mengurus kekayaan Perseroan;
  - i. Bertanggung jawab penuh dalam melaksanakan tugasnya untuk kepentingan Perseroan dalam mencapai maksud dan tujuannya;
  - j. Mewakili Perseroan baik di dalam maupun di luar pengadilan;
  - k. Memperhatikan masukan-masukan yang diberikan oleh Dewan Komisaris;
  - l. Melakukan segala tindakan dan perbuatan, baik mengenai pengurusan maupun pemilikan kekayaan Perseroan serta mengikat Perseroan dengan pihak lain dengan pembatasan tertentu;
- a. Fully responsible for carrying out their duties for the interests and efforts of the Company in achieving its goals and objectives;
  - b. To lead and manage the Company in accordance with the aims and objectives of the Company and to always strive to improve the efficiency and effectiveness of the Company;
  - c. Control, maintain, and manage wealth Company;
  - d. In every decision/action, business risks must be considered.
2. In carrying out these duties and obligations, the Company's Directors must pay attention to the general policies stipulated in the Company's work guidelines (board manual) as follows:
- a. In good faith and full responsibility for carrying out tasks for the benefit of the Company;
  - b. Subject to the provisions of the applicable laws and regulations, the Articles of Association and RUPS decisions and ensure that all of the Company's activities are in accordance with the provisions of the prevailing laws and regulations, the Articles of Association and RUPS decisions;
  - c. Implement Good Corporate Governance consistently;
  - d. Comply with the Company's internal regulations;
  - e. Carry out the management of the Company for the interests and objectives of the Company;
  - f. Determine the Company's organizational structure complete with the implementation of their duties;
  - g. Acting as the leader in the management of the Company;
  - h. Maintain and manage the Company's assets;
  - i. Fully responsible in carrying out its duties for the benefit of the Company in achieving its goals and objectives;
  - j. Representing the Company both inside and outside the court;
  - k. Noting input provided by the Board of Commissioners;
  - l. Performing all actions and actions, both regarding the management and ownership of the Company's assets and binding the Company with other parties with certain restrictions;

- m. Wajib menyelenggarakan dan menyimpan Daftar Khusus yang memuat keterangan mengenai kepemilikan saham Direktur dan Komisaris beserta keluarganya dalam Perusahaan dan/atau pada perusahaan lain serta tanggal saham itu diperoleh;
  - n. Bertanggung jawab penuh secara pribadi atas kerugian Perseroan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya untuk kepentingan dan usaha Perseroan.
3. Tugas Terkait Rapat Umum Pemegang Saham
- a. Direksi wajib menyelenggarakan dan menyimpan Daftar Pemegang Saham dan dokumen-dokumen terkait dengan RUPS sesuai ketentuan peraturan perundang-undangan.
  - b. Memberikan informasi material secara *accurate, reliable, timely, consistent, dan useful* yang memungkinkan bagi pemegang saham untuk membuat keputusan.
  - c. Menyediakan bahan RUPS dan disampaikan kepada pemegang saham Perseroan.
  - d. Memberikan laporan berkala kepada pemegang saham menurut cara dan waktu sesuai dengan ketentuan yang berlaku.
  - e. Memberikan pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya Perseroan, terutama laporan keuangan baik dalam bentuk laporan tahunan maupun dalam bentuk laporan berkala lainnya menurut cara dan waktu yang ditentukan dalam Anggaran Dasar.
  - f. Menandatangani Laporan Tahunan, dalam hal terdapat Direktur yang tidak menandatangani Laporan Tahunan, maka yang bersangkutan harus menyebutkan alasannya dalam surat tersendiri yang dilekatkan dalam Laporan Tahunan. Dalam hal terdapat Direktur yang tidak menandatangani Laporan Tahunan dan tidak memberikan alasan secara tertulis, maka yang bersangkutan dianggap menyetujui isi laporan tahunan tersebut.
  - g. Memanggil dan menyelenggarakan RUPS Tahunan dan/atau RUPS Luar Biasa.
  - h. Membuat dan memelihara Risalah RUPS.
4. Tugas terkait dengan Anak Perusahaan Menetapkan Prosedur Pengangkatan anggota Direksi dan Dewan Komisaris Anak Perusahaan, sebagai berikut:
- a. Direksi membentuk Tim Evaluasi calon Anggota Direksi dan Dewan Komisaris Anak Perusahaan yang diketuai oleh Direktur SDM
- m. Must hold and keep a Special Register that contains information about the share ownership of Directors and Commissioners and their families in the Company and/or other companies and the date the shares were acquired;
  - n. Fully responsible personally for the loss of the Company if the person concerned is guilty or negligent in carrying out his duties for the interests and business of the Company.
3. Duties Regarding General Meeting of Shareholders
- a. The Board of Directors is required to hold and keep a Register of Shareholders and documents related to the GMS in accordance with statutory provisions.
  - b. Providing material information in an accurate, reliable, timely, consistent, and useful manner that allows shareholders to make decisions.
  - c. Providing GMS material and submitting it to the Company's shareholders.
  - d. Provide periodic reports to shareholders according to the method and time in accordance with applicable regulations.
  - e. Provide accountability and all information regarding the condition and course of the Company, especially financial statements both in the form of annual reports and in the form of other periodic reports in the manner and time specified in the Articles of Association.
  - f. Signing the Annual Report, in the event that a Director does not sign the Annual Report, the person concerned must state the reason in a separate letter attached to the Annual Report. In the event that there is a Director who does not sign the Annual Report and does not give reasons in writing, the relevant party shall be deemed to approve the contents of the annual report.
  - g. Summon and hold an Annual GMS and/or Extraordinary GMS.
  - h. Make and maintain GMS Minutes.
4. Duties related to Subsidiaries Establish Procedure for Appointment of Subsidiaries' Directors and Board of Commissioners members, as follows:
- a. The Board of Directors forms an Evaluation Team for prospective members of the Board of Directors and the Board of

- dan Umum.
- b. Tim Evaluasi menunjuk tenaga ahli atau Lembaga Profesional untuk melakukan penilaian (jika diperlukan), melakukan penjurangan calon kemudian diserahkan kepada Direksi untuk memperoleh persetujuannya.
  - c. Tim Evaluasi melakukan penilaian terhadap calon-calon yang masuk dalam daftar bakal calon yang telah disetujui Direksi.
  - d. Dalam hal penilaian dilakukan oleh ahli atau lembaga profesional yang ditunjuk, Tim Evaluasi mengevaluasi berdasarkan hasil penilaian oleh ahli atau lembaga profesional.
  - e. Tim Evaluasi menyampaikan hasil penilaian tersebut kepada Direksi untuk penetapan calon Anggota Direksi/Dewan Komisaris anak Perusahaan terpilih.
  - f. Direksi melakukan evaluasi akhir atas hasil penilaian untuk menetapkan Direksi dan Komisaris terpilih untuk masing-masing jabatan Anggota Direksi dan Dewan Komisaris Anak Perusahaan.
5. Tugas terkait dengan Strategi dan Rencana Kerja
    - a. Menyiapkan visi, misi, tujuan, strategi dan budaya Perseroan, termasuk logo Perseroan.
    - b. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perseroan sesuai dengan maksud dan tujuan serta kegiatan usahanya.
    - c. Menyiapkan rencana pengembangan Perseroan tepat pada waktunya.
    - d. Mengupayakan tercapainya sasaran-sasaran jangka panjang yang tercantum dalam RJPP.
    - e. Menyampaikan Rencana Kerja yang memuat juga anggaran tahunan Perseroan kepada Dewan Komisaris selambatnya 30 (tiga puluh) hari sebelum tahun buku berikutnya dimulai.
    - f. Mengupayakan tercapainya target-target jangka pendek yang tercantum dalam RKAP.
  6. Terkait dengan Manajemen Risiko
    - a. Menyusun kebijakan dan strategi manajemen risiko secara tertulis dan komprehensif di tingkat korporat termasuk penetapan dan Commissioners of the Subsidiary, which is chaired by the Director of Human Resources and General.
- b. The Evaluation Team appoints experts or Professional Institutions to carry out assessments (if needed), conduct a selection of candidates and then submit them to the Directors for approval.
  - c. The Evaluation Team evaluates candidates who are included in the list of prospective candidates who have been approved by the Board of Directors.
  - d. In the event that the assessment is carried out by an expert or designated professional institution, the Evaluation Team evaluates based on the results of the assessment by the expert or professional institution.
  - e. The Evaluation Team submits the assessment results to the Board of Directors to determine the candidates for the Directors/Board of Commissioners of selected subsidiary companies.
  - f. The Board of Directors conducts a final evaluation of the assessment results to determine the Directors and Commissioners elected for each position of the Members of the Directors and the Board of Commissioners of the Subsidiaries.
5. Tasks related to Strategies and Work Plans
    - a. Prepare the Company's vision, mission, goals, strategies and culture, including the Company's logo.
    - b. Promote and guarantee the implementation of the Company's business and activities in accordance with the aims and objectives and business activities.
    - c. Prepare the Company's development plans on time.
    - d. Strive to achieve the long-term goals listed in the RJPP.
    - e. Submit the Work Plan which also contains the Company's annual budget to the Board of Commissioners no later than 30 (thirty) days before the next fiscal year begins.
    - f. Striving to achieve short-term targets listed in the RKAP.
  6. Related to Risk Management
    - a. Develop written and comprehensive risk management policies and strategies at the corporate level including the establishment

- persetujuan limit risiko secara keseluruhan, per jenis risiko dan per aktivitas fungsional (kegiatan usaha) Perseroan.
- b. Mengembangkan budaya manajemen risiko pada seluruh jenjang organisasi, antara lain meliputi komunikasi yang memadai kepada seluruh jenjang organisasi tentang pentingnya pengendalian intern yang efektif.
  - c. Bertanggung jawab atas pelaksanaan kebijakan manajemen risiko dan paparan risiko yang diambil oleh Perseroan secara keseluruhan, termasuk mengevaluasi dan memberikan arahan strategi manajemen risiko berdasarkan laporan yang disampaikan oleh pejabat Risk Management yang ditunjuk.
  - d. Mengevaluasi dan memutuskan transaksi yang melampaui kewenangan pejabat satu level di bawah Direksi atau transaksi yang memerlukan persetujuan sesuai dengan kebijakan dan prosedur *intern* yang berlaku.
  - e. Memastikan peningkatan kompetensi sumber daya manusia yang terkait dengan penerapan manajemen risiko, antara lain dengan cara program pendidikan dan latihan secara berkesinambungan terutama yang berkaitan dengan sistem dan proses manajemen risiko.
  - f. Memastikan bahwa fungsi manajemen risiko telah diterapkan secara independen yang dicerminkan antara lain adanya hubungan antara unit Manajemen Risiko yang melakukan identifikasi, pengukuran, pemantauan dan pengendalian risiko dengan Satuan Kerja yang melakukan dan menyelesaikan transaksi.
  - g. Melaksanakan kaji ulang secara berkala dengan frekuensi sesuai dengan kebutuhan Perseroan untuk memastikan:
    - Keakuratan metodologi manajemen risiko;
    - Kecukupan implementasi sistem informasi manajemen risiko;
    - Ketepatan kebijakan, prosedur dan penetapan limit risiko.
7. Terkait dengan Pemberantasan Korupsi Direksi dilarang untuk memberikan atau menawarkan atau menerima baik langsung ataupun tidak langsung sesuatu yang berharga kepada pejabat pemerintah dan pihak-pihak lain yang mempengaruhi atau sebagai imbalan atas apa yang telah dilakukannya dan tindakan lainnya sesuai peraturan perundang-undangan yang berlaku.
8. Terkait dengan Sistem Pengendalian Internal
- and approval of overall risk limits, per type of risk and per functional activity (business activity) of the Company.
- b. Develop a risk management culture at all levels of the organization, including among others adequate communication to all levels of the organization about the importance of effective internal control.
  - c. Responsible for the implementation of risk management policies and risk exposure taken by the Company as a whole, including evaluating and providing direction for risk management strategies based on reports submitted by appointed Risk Management officials.
  - d. Evaluate and decide on transactions that go beyond the authority of officials one level below the Board of Directors or transactions that require approval in accordance with applicable internal policies and procedures.
  - e. Ensuring an increase in human resource competencies related to the application of risk management, among others by means of continuous education and training programs especially those related to risk management systems and processes.
  - f. Ensuring that the risk management function has been implemented independently which is reflected among others the relationship between the Risk Management unit that carries out identification, measurement, monitoring and risk control with the Work Unit that carries out and completes transactions.
  - g. Carry out periodic reviews with frequency in accordance with the needs of the Company to ensure:
    - The accuracy of the risk management methodology;
    - Adequacy of risk management information system implementation;
    - Accuracy of policies, procedures and determination of risk limits.
7. Related to Corruption Eradication Directors are prohibited from giving or offering or accepting directly or indirectly anything of value to government officials and other parties that influence or as a reward for what they have done and other actions in accordance with applicable laws and regulations.
8. Related to the Internal Control System

Sistem Pengendalian Intern yang efektif merupakan komponen penting dalam manajemen dan menjadi dasar bagi kegiatan operasional Perseroan. Sistem Pengendalian Intern harus dapat memastikan seluruh aktivitas bisnis mematuhi peraturan perundang-undangan, pedoman good corporate governance maupun kebijakan Perseroan.

Sistem Pengendalian Internal harus dapat mendayagunakan informasi-informasi yang meliputi:

- a. Laporan manajemen;
  - b. Laporan auditor internal;
  - c. Opini dan laporan auditor eksternal;
  - d. Laporan dan pendapat aktuaris mengenai tingkat risiko dan premi;
  - e. Hal-hal lain yang dianggap perlu.
9. Terkait dengan Keterbukaan dan Kerahasiaan Informasi
- a. Direksi wajib mengungkapkan informasi penting dalam Laporan Tahunan dan Laporan Keuangan kepada pihak lain sesuai peraturan perundang-undangan yang berlaku.
  - b. Informasi yang disampaikan berupa:
    - Informasi/data non publik yaitu informasi/data yang diberikan atau disampaikan untuk keperluan intern Perseroan baik yang bersifat reguler maupun insidental;
    - Informasi/data publik yaitu informasi/data yang diberikan atau disampaikan sebagai laporan kepada Pemegang Saham dalam rangka memenuhi kewajiban rutin maupun keterbukaan informasi yang bersifat insidental.
  - c. Direksi harus mengungkapkan pelaksanaan prinsip *good corporate governance* yang telah dilaksanakan dalam Laporan Tahunan.
  - d. Informasi rahasia yang diperoleh sewaktu menjabat sebagai Direksi Perseroan, termasuk rahasia Perseroan harus tetap dijaga sesuai dengan peraturan perundang-undangan yang berlaku.
  - e. Dalam hal menjaga kerahasiaan informasi Perseroan, Direksi dituntut untuk mengutamakan kepentingan Perseroan daripada kepentingan individu atau kelompok.
10. Terkait dengan Hubungan dengan Para Pemangku Kepentingan
- a. Memastikan terjaminnya hak-hak para pemangku kepentingan (*stakeholders*) yang

An effective Internal Control System is an important component in management and forms the basis for the Company's operational activities. The Internal Control System must be able to ensure that all business activities comply with laws and regulations, good corporate governance guidelines and Company policies.

Internal Control Systems must be able to utilize information that includes:

- a. Management report;
  - b. Internal auditor's report;
  - c. Opinions and reports of external auditors;
  - d. Actuary reports and opinions regarding risk and premium levels;
  - e. Other matters deemed necessary.
9. Relating to Information Openness and Confidentiality
- a. The Board of Directors must disclose important information in the Annual Report and Financial Statements to other parties in accordance with applicable laws and regulations.
  - b. Information submitted in the form of:
    - Non-public information/data, namely information/data provided or submitted for internal corporate needs, both regular and incidental;
    - Public information/data, namely information/data provided or submitted as a report to Shareholders in order to fulfill routine obligations and incidental information disclosure.
  - c. The Board of Directors must disclose the implementation of good corporate governance principles that have been implemented in the Annual Report.
  - d. Confidential information obtained while serving as the Company's Board of Directors, including the Company's secrets, must be kept in accordance with the applicable laws and regulations.
  - e. In terms of maintaining the confidentiality of Company information, the Directors are required to prioritize the interests of the Company rather than the interests of individuals or groups.
10. Related to Relationships with Stakeholders
- a. Ensuring the rights of stakeholders arising based on applicable laws and regulations

timbul berdasarkan peraturan perundang-undangan yang berlaku dan atau perjanjian yang dibuat oleh Perseroan dengan karyawan, rekanan, mitra kerja, pemasok, pelanggan dan stakeholders lainnya.

- b. Memastikan Perseroan melakukan tanggung jawab sosialnya (*corporate social responsibility*) secara konsisten dan berkesinambungan.
  - c. Memastikan Perseroan memperhatikan kepentingan stakeholders.
  - d. Memastikan bahwa aset-aset dan lokasi usaha serta fasilitas Perseroan lainnya memenuhi peraturan perundang-undangan yang berlaku berkenaan dengan pelestarian lingkungan hidup, kesehatan dan keselamatan kerja.
  - e. Dalam mempekerjakan, menetapkan besarnya gaji, memberikan pelatihan, menetapkan jenjang karir, serta menentukan persyaratan kerja lainnya untuk karyawan, Perseroan tidak melakukan diskriminasi karena latar belakang etnik seseorang, agama, jenis kelamin, usia, cacat tubuh yang dimiliki seseorang atau keadaan khusus lainnya yang dilindungi oleh peraturan perundang-undangan.
  - f. Direksi wajib menyediakan lingkungan kerja yang bebas dari segala bentuk tekanan (*pelecehan/harrasment*).
11. Terkait dengan Teknologi Informasi
- a. Menetapkan tata kelola informasi yang efektif.
  - b. Menyampaikan laporan pelaksanaan tata kelola teknologi informasi secara periodik kepada Dewan Komisaris.
  - c. Menjaga dan mengevaluasi kualitas fungsi tata kelola informasi di Perseroan.
12. Terkait Sistem Akuntansi dan Keuangan
- a. Menyusun sistem akuntansi berdasarkan prinsip-prinsip standar akuntansi keuangan yang berlaku.
  - b. Memastikan kehandalan data yang mencakup kelengkapan, akurasi, klasifikasi dan otorisasi yang memadai sehingga laporan keuangan yang dihasilkan tepat waktu, tepat guna dan bebas dari salah saji material.
  - c. Mengadakan dan memelihara pembukuan dan administrasi Perseroan untuk menghasilkan penyelenggaraan pembukuan yang tertib, kecukupan modal kerja dengan biaya modal yang efisien, struktur neraca yang baik dan kokoh.

or agreements made by the Company with employees, partners, partners, suppliers, customers and other stakeholders.

- b. Ensuring that the Company carries out its social responsibility (*corporate social responsibility*) consistently and continuously.
  - c. Ensuring that the Company pays attention to the interests of stakeholders.
  - d. Ensuring that the Company's assets and business location and other facilities meet the applicable laws and regulations relating to environmental preservation, health and work safety.
  - e. In hiring, setting salary levels, providing training, setting career paths, and determining other work requirements for employees, the Company does not discriminate because of one's ethnic background, religion, gender, age, disability owned by a person or other special circumstances that are protected by statutory regulations.
  - f. The Board of Directors must provide a work environment that is free from all forms of harassment.
11. Related to Information Technology
- a. Establish effective information governance.
  - b. Submit reports on the implementation of information technology governance periodically to the Board of Commissioners.
  - c. Maintain and evaluate the quality of the information governance function in the Company.
12. Related to Accounting and Financial Systems
- a. Develop an accounting system based on the principles of applicable financial accounting standards.
  - b. Ensuring the reliability of data covering the completeness, accuracy, classification and adequate authorization so that the resulting financial statements are timely, appropriate and free from material misstatements.
  - c. To hold and maintain the books and administration of the Company to produce an orderly bookkeeping organizer, adequate working capital with efficient capital costs, a good and strong balance sheet structure.

13. Terkait dengan Tugas dan Kewajiban Lain  
Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar dan yang ditetapkan oleh RUPS berdasarkan peraturan perundang-undangan yang berlaku.

### Pembagian Tugas Direksi

Rincian tugas dan tanggung jawab masing-masing anggota Direksi sebagai berikut:

1. **Direktur Utama**  
Menentukan, memutuskan dan menetapkan strategi perencanaan serta pelaksanaan seluruh kegiatan Perseroan di antaranya Internal Audit, Legal and Contract, HSSE dan Corporate Secretary di mana seluruh kegiatan tersebut dikaitkan dengan usaha pencapaian visi dan misi Perusahaan.
2. **Direktur Keuangan**  
Menentukan, memutuskan, menetapkan dan mengendalikan pembuatan kebijakan dan strategi keuangan Perseroan untuk meningkatkan profitabilitas, likuiditas Perseroan guna mencapai tujuan dan sasaran Perseroan secara efektif dan efisien.
3. **Direktur Operasi**  
Menentukan, memutuskan, menetapkan dan mengendalikan pembuatan kebijakan operasi Perseroan meliputi Divisi Geoscience & Reservoir Services; Divisi Production, Operation & Maintenance Services; dan Divisi Asset Reliability & Productivity serta mengevaluasi dan mengkaji kinerja operasi unit usaha dan anak Perseroan.
4. **Direktur Pengembangan Usaha**  
Menentukan, memutuskan, menetapkan dan mengendalikan kebijakan kegiatan Pengembangan usaha Perseroan, melalui pemantauan dan evaluasi baik operasi di dalam Perseroan maupun di luar Perseroan, guna meningkatkan dan melakukan upaya-upaya optimalisasi kegiatan pengembangan usaha di bidang migas dalam rangka mencapai target yang telah ditetapkan.
5. **Direktur SDM & Umum**  
Menentukan, memutuskan, menetapkan dan mengendalikan kegiatan sumber daya manusia & umum meliputi Human Capital, Supply Chain Management, Property Management & General Affair, Information System dan Elnusa Petroleum School dalam rangka menyiapkan sumber daya manusia yang handal mendukung kegiatan operasi rutin secara tepat waktu, *accountable* dan *auditable*.

13. Related to Other Duties and Obligations  
Performing other obligations in accordance with the provisions stipulated in the Articles of Association and those determined by the GMS based on the applicable laws and regulations.

### Division of Duties of the Directors

Details of the duties and responsibilities of each member of the Board of Directors are as follows:

1. **President Director**  
Determine, decide and establish the strategy of planning and implementation of all activities of the Company, including internal audit, legal and contract, HHSE and corporate secretary in which all activities are associated with the effort to achieve the vision and mission of the Company.
2. **Director of Finance**  
Determine, decide, establish and control the Company's financial policy and strategy making to improve profitability and liquidity of the Company in order to achieve the Company's objectives and objectives effectively and efficiently.
3. **Director of Operations**  
Determine, decide, establish and control the Company's operation policies, including the Geoscience and Reservoir Divisions; the Production, Operation and Maintenance Services Division; and the Asset Reliability and Productivity Division, and evaluate and review the operating performance of the Company's and Subsidiaries' business units.
4. **Director of Business Development**  
Determine, decide, establish and control the Company's business development policies, through monitoring and evaluations both inside and outside the Company. This is done to enhance and optimize business development activities in the oil and gas sector so as to achieve the established targets.
5. **Director of Business Development**  
Determine, decide, establish and control human resource and general activities. This covers human capital, supply chain management, property management and general affairs, information systems and the Elnusa Petroleum School in order to prepare reliable human resources to support routine operations on time, in an accountable manner and on an auditable basis.

### Program Orientasi bagi Direksi

Perseroan memiliki dan menjalankan program pengenalan Perseroan bagi anggota Dewan Komisaris dan Direksi yang baru menjabat dengan tujuan memberikan gambaran kondisi Perseroan secara umum. Program pengenalan disusun dan disampaikan oleh Corporate Secretary dalam bentuk tampilan presentasi serta hard copy, meliputi:

1. Profil Perseroan
2. Update Kinerja Perseroan
3. CoC
4. Board Manual
5. HSE
6. Rencana Kerja dan Anggaran (RKAP)
7. RJPP

Di tahun 2020 dilakukan Program Pengenalan Perseroan terhadap Direktur Utama dan Direktur SDM & Umum yang baru diangkat pada RUPS Tahunan 8 Juli 2020. Program Pengenalan dilakukan sesuai dengan Tabel di bawah ini:

### Orientation Program for Directors

The Company has and runs a Company introduction program for new members of the Board of Commissioners and Directors with the aim of providing an overview of the Company's general condition. The introduction program was prepared and delivered by the Corporate Secretary in the form of a presentation and hard copy, including:

1. Company Profile
2. Update on Company Performance
3. CoC
4. Board Manual
5. HSE
6. Work Plan and Budget (RKAP)
7. RJPP

In 2020, a Company Introduction Program was carried out for the President Director and Director of Human Resources & General Affairs who were newly appointed at the Annual GMS on July 8, 2020. The Introduction Program was carried out according to the table below:

8 Juli 2020 July 8, 2020	Pisah Sambut BoD dan BoC Farewell to BoD and BoC
9 Juli 2020 July 9, 2020	Sosialisasi Code of Conduct Code of Conduct Socialisation
11 Juli 2020 July 11, 2020	Town Hall Meeting
14 Juli 2020 July 14, 2020	Pertemuan BoD dan BoC (organisasi baru) BoD and BoC meeting (new organization)
16 Juli 2020 July 16, 2020	Program Induksi BoD (sesi 1) BoD Induction Program (session 1)
20 Juli 2020 July 20, 2020	Program Induksi BoD (sesi 2) - Authorization Matrix BoD Induction Program (session 2) - Authorization Matrix
<b>Program Pengenalan BOD dan BOC dengan Tim Elnusa</b> BOD and BOC Introduction Program with Elnusa Team	
10 Agustus 2020 August 10, 2020	Program Pengenalan (HSSE & Internal Audit) Introduction Program (HSSE & Internal Audit)
14 Agustus 2020 August 14, 2020	Program Pengenalan (Corsec & Legal) Introduction Program (Corsec & Legal)
18 Agustus 2020 August 18, 2020	Program Pengenalan (GRS & ARP) Introduction Program (GRS & ARP)
19 Agustus 2020 August 19, 2020	Program Pengenalan (OFS & EPCOM) Introduction Program (OFS & EPCOM)
24 Agustus 2020 August 24, 2020	Program Pengenalan (EQCM, Marketing & Business Development) Introduction Program (EQCM, Marketing & Business Development)
02 September 2020 September 02, 2020	Program Pengenalan (SPCM & Risk Management) Introduction Program (SPCM & Risk Management)
03 September 2020 September 03, 2020	Pengenalan (Controller & Finance) Introduction (Controller & Finance)
07 September 2020 September 07, 2020	Program Pengenalan (HC & PMGA) + Pertemuan BoD dengan BoD-1 Introduction Program (HC & PMGA) + BoD Meeting with BoD-1



10 September 2020 September 10, 2020	Program Pengenalan (Information System dan EPS) Introduction Program (Information System and EPS)
14 September 2020 September 14, 2020	Program Pengenalan dengan EFK dan EPN Introduction Program with EFK and EPN
15 September 2020 September 15, 2020	Program Pengenalan dengan SCU dan ETSA Introduction Program with SCU and ETSA

### Program Pelatihan dan Pengembangan Kompetensi Direksi

Perseroan juga merancang program untuk memberikan wawasan baru bagi Direksi untuk meningkatkan kapasitas Perseroan dalam lingkungan usaha yang kompetitif, serta memberikan kesempatan untuk membangun jaringan dalam rangka memberdayakan sumber daya yang ada dalam organisasi sehingga menjadikan Perseroan sebagai organisasi berkinerja tinggi.

Tentang kegiatan peningkatan kompetensi yang diikuti Direksi di sepanjang tahun 2020 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

### Laporan Singkat Pelaksanaan Tugas dan Tanggung Jawab Direksi Tahun 2020

Selama tahun 2020 Direksi telah mengeluarkan berbagai keputusan baik di bidang operasional, keuangan, maupun beberapa penunjang usaha melalui perangkat kebijakan berupa Keputusan Direksi, Peraturan Direksi, Surat Edaran, dan Instruksi Direksi.

#### Surat Edaran Circular letter

TANGGAL SURAT LETTER DATE	NOMOR SURAT LETTER NUMBER	PERIHAL CONCERN
12-Feb-20	001/EN/EDR/000D.024H/2020	SE DIRUT_PEMBATASAN DAN LAPORAN PERJALANAN KE LUAR NEGERI SEBAGAI ANTISIPASI PENYEBARAN VIRUS CORONA PT ELNUSA TBK PRESIDENT DIRECTOR CIRCULAR LETTER_LIMITATIONS AND REPORTS OF TRAVEL ABROAD AS ANTICIPATION OF THE SPREAD OF CORONA VIRUS IN PT ELNUSA TBK
16-Mar-20	002/EN/EDR/000D.024H/2020	SE DIRUT_PROTOKOL PENCEGAHAN PENYEBARAN CORONA VIRUS DISEASE (COVID-19) BAGI PEKERJA, MITRA KERJA DAN KELUARGA DI ELNUSA GROUP PRESIDENT DIRECTOR CIRCULAR LETTER_PREVENTING PROTOCOL OF THE SPREAD OF CORONA VIRUS DISEASE (COVID-19) FOR WORKERS, WORK PARTNERS AND FAMILY IN ELNUSA GROUP

### Board of Directors Competency Training and Development Program

The Company also designed a program to provide new insights for Directors to improve the Company's capacity in a competitive business environment, as well as provide opportunities to build networks in order to empower existing resources in the organization so that the Company is a high-performing organization.

Concerning the competency improvement activities participated by the Directors throughout 2020, can be seen in the Company Profile chapter in this annual report.

### Brief Report on the Implementation of Duties and Responsibilities of the Board of Directors for 2020

During 2020 the Board of Directors has issued various decisions in the fields of operations, finance, and several businesses support through policy instruments in the form of Board of Directors 'Decrees, Directors Regulations, Circular Letters, and Board of Directors Instruction

**Surat Edaran**  
 Circular letter

TANGGAL SURAT LETTER DATE	NOMOR SURAT LETTER NUMBER	PERIHAL CONCERN
19-Mar-20	003/EN/EDR/000D.024H/2020	SE DIRUT_PROTOKOL PEMBERLAKUKAN <i>WORK FROM HOME</i> (WFH) GUNA PENCEGAHAN PENYEBARAN CORONA VIRUS DISEASE (COVID-19) BAGI PEKERJA, MITRA KERJA DAN KELUARGA DI ELNUSA GROUP PRESIDENT DIRECTOR CIRCULAR LETTER_EXPLANATION OF WORK FROM HOME TO PREVENT THE SPREAD OF CORONA VIRUS DISEASE 2019 (COVID-19) FOR WORKERS, WORK PARTNERS AND FAMILY IN ELNUSA GROUP
31-Mar-20	004/EN/EDR/000D.024H/2020	SE DIRUT_PERPANJANGAN PEMBERLAKUKAN <i>WORK FROM HOME</i> DALAM UPAYA PENCEGAHAN PEYEBARAN CORONA VIRUS DISEASE 2019 (COVID-19) BAGI PEKERJA, MITRA KERJA DAN KELUARGA DI ELNUSA GROUP (sd.19 APRIL 2020) PRESIDENT DIRECTOR CIRCULAR LETTER_EXPLANATION OF WORK FROM HOME TO PREVENT THE SPREAD OF CORONA VIRUS DISEASE 2019 (COVID-19) FOR WORKERS, WORK PARTNERS AND FAMILY IN ELNUSA GROUP (until APRIL 19, 2020)
18-Apr-20	005/EN/EDR/000D.024H/2020	SE DIRUT_PERPANJANGAN PEMBERLAKUKAN <i>WORK FROM HOME</i> DALAM UPAYA PENCEGAHAN PEYEBARAN CORONA VIRUS DISEASE 2019 (COVID-19) BAGI PEKERJA, MITRA KERJA DAN KELUARGA DI ELNUSA GROUP (sd. 23 APRIL 2020) PRESIDENT DIRECTOR CIRCULAR LETTER_EXPLANATION OF WORK FROM HOME TO PREVENT THE SPREAD OF CORONA VIRUS DISEASE 2019 (COVID-19) FOR WORKERS, WORK PARTNERS AND FAMILY IN ELNUSA GROUP - APRIL 23, 2020
23-Apr-20	006/EN/EDR/000D.024H/2020	SE DIRUT_PERPANJANGAN PEMBERLAKUKAN <i>WORK FROM HOME</i> DALAM UPAYA PENCEGAHAN PEYEBARAN CORONA VIRUS DISEASE 2019 (COVID-19) BAGI PEKERJA, MITRA KERJA DAN KELUARGA DI ELNUSA GROUP - 13 MEI 2020 PRESIDENT DIRECTOR CIRCULAR LETTER_EXPLANATION OF WORK FROM HOME TO PREVENT THE SPREAD OF CORONA VIRUS DISEASE 2019 (COVID-19) FOR WORKERS, WORK PARTNERS AND FAMILY IN ELNUSA GROUP - MAY 13, 2020
24-Apr-20	007/EN/EDR/005D.024H/2020	SE DIRUM_PERUBAHAN WAKTU KERJA SELAMA BULAN RAMADHAN, LIBUR DAN CUTI BERSAMA IDUL FITRI 1441 H / TAHUN 2020 GENERAL DIRECTOR CIRCULAR LETTER_CHANGES IN WORKING TIMES DURING THE MONTH OF RAMADHAN, HOLIDAYS AND MASS LEAVE FOR EID FITR 1441 H / YEAR 2020
11-May-20	008/EN/EDR/000D.024H/2020	SE DIRUT_PERPANJANGAN PELAKSANAAN <i>WORK FROM HOME</i> DALAM RANGKA PENCEGAHAN PENYEBARAN COVID-19 BAGI PEKERJA DAN MITRA KERJA DI LINGKUNGAN PT ELNUSA GROUP - 22 MEI 2020 PRESIDENT DIRECTOR CIRCULAR LETTER_EXPANSION OF WORK FROM HOME IMPLEMENTATION TO PREVENT THE SPREAD OF COVID-19 FOR WORKERS AND WORK PARTNERS IN PT ELNUSA GROUP - MAY 22, 2020
21-May-20	009/EN/EDR/005D.024H/2020	SE DIRUM_PERUBAHAN CUTI BERSAMA TAHUN 2020 GENERAL DIRECTOR CIRCULAR LETTER_CHANGES OF MASS LEAVE IN 2020
21-May-20	010/EN/EDR/000D.024H/2020	SE DIRUT_PERPANJANGAN PELAKSANAAN <i>WORK FROM HOME</i> DALAM RANGKA PENCEGAHAN PENYEBARAN COVID-19 BAGI PEKERJA DAN MITRA KERJA DI LINGKUNGAN PT ELNUSA GROUP PRESIDENT DIRECTOR CIRCULAR LETTER_EXTENSION OF THE IMPLEMENTATION OF WORK FROM HOME TO PREVENT THE SPREAD OF COVID-19 FOR WORKERS AND WORK PARTNERS IN PT ELNUSA GROUP

**Surat Edaran**  
Circular letter

TANGGAL SURAT LETTER DATE	NOMOR SURAT LETTER NUMBER	PERIHAL CONCERN
05-Jun-20	012/EN/EDR/000D.024H/2020	SE DIRUT_KETENTUAN TUNJANGAN KARANTINA DALAM SITUAI PENCEGAHAN COVID-19 BAGI PEKERJA LAPANGAN ON CALL PROJECT MARINE SEISMIC KKP PRESIDENT DIRECTOR CIRCULAR LETTER_PROVISIONS OF QUARANTINE BENEFITS IN COVID-19 PREVENTION SITUATIONS FOR FIELD WORKERS ON CALL PROJECT MARINE SEISMIC KKP
05-Jun-20	013/EN/EDR/000D.024H/2020	SE DIRUT_PROTOKOL DAN WAKTU KERJA MENUJU KONDISI <i>NEW NORMAL</i> PEKERJA DAN MITRA KERJA DI LINGKUNGAN PT ELNUSA GROUP PRESIDENT DIRECTOR CIRCULAR LETTER_PROTOCOL AND WORKING TIMES TOWARDS NEW NORMAL CONDITIONS OF WORKERS AND WORK PARTNERS IN PT ELNUSA GROUP
15-Jul-20	014/EN/EDR/000D.024H/2020	SE DIRUT_PROTOKOL COVID-19 <i>TYPICAL PROJECT</i> DI LINGKUNGAN PT ELNUSA TBK & GROUP PRESIDENT DIRECTOR CIRCULAR LETTER_PROTOCOL COVID-19 TYPICAL PROJECT IN PT ELNUSA Tbk & GROUP ENVIRONMENT
20-Jul-20	016/EN/EDR/000D.024H/2020	SE DIRUT_ADDENDUM SURAT EDARAN DIREKTUR UTAMA No. 013/EN/EDR/000D.024H/2020 PENGETATAN PROTOKOL <i>WORK FROM HOME</i> (WFH) DAN <i>WORK FROM OFFICE</i> (WFO) DI LINGKUNGAN PT ELNUSA TBK & GROUP PRESIDENT DIRECTOR CIRCULAR LETTER_ADDENDUM CIRCULAR LETTER OF THE PRESIDENT DIRECTOR No. 013/EN/EDR/000D.024H/2020 STRENGTHENING OF WORK FROM HOME (WFH) AND WORK FROM OFFICE (WFO) PROTOCOLS IN PT ELNUSA TBK & GROUP
14-Aug-20	018/EN/EDR/005D.024H/2020	SE DIRUM_PERUBAHAN KETIGA ATAS KEPUTUSAN BERSAMA MENTERI AGAMA, MENTERI KETENAGAKERJAAN, DAN MENTERI PENDAYAGUNAAN APARATUR NEGARA DAN REFORMASI BIROKRASI REPUBLIK INDONESIA NOMOR 728 TAHUN 2019, NOMOR 213 TAHUN 2019, NOMOR 01 TAHUN 2019 TENTANG HARI LIBUR NASIONAL DAN CUTI BERSAMA TAHUN 2020 PRESIDENT DIRECTOR CIRCULAR LETTER_THIRD AMENDMENT TO THE JOINT DECREE OF THE MINISTER OF RELIGION, THE MINISTER OF MANPOWER, AND THE MINISTER OF USE OF STATE APPARATUS AND BUREAUCRACY REFORM OF THE REPUBLIC OF INDONESIA NUMBER 728 OF 2019, NUMBER 213 OF 2019, NUMBER 01 YEAR 2019 CONCERNING NATIONAL HOLIDAYS AND MAS LEAVE IN 2020
14-Sep-20	019/EN/EDR/000D.024H/2020	SE DIRUT_PELAKSANAAN <i>WORK FROM HOME</i> DALAM RANGKA PENCEGAHAN PENYEBARAN COVID-19 BAGI PEKERJA PT ELNUSA TBK & GROUP PRESIDENT DIRECTOR CIRCULAR LETTER_IMPLEMENTATION OF WORK FROM HOME TO PREVENT THE SPREAD OF COVID-19 FOR PT ELNUSA TBK & GROUP WORKERS
17-Sep-20	020/EN/EDR/000D.024H/2020	SE DIRUT_PROTOKOL PELAKSANAAN PERJALANAN KE LUAR TEMPAT KEDUDUKAN DALAM RANGKA NON KEDINASAN DAN KUNJUNGAN PEKERJA DALAM MENGRUS KEPINDAHAN SELAMA MASA PANDEMI COVID-19 DI LINGKUNGAN PT ELNUSA TBK & GROUP PRESIDENT DIRECTOR CIRCULAR LETTER_PROTOCOL IMPLEMENTATION OF TRAVEL ABOARD FOR NON-OFFICIAL AND VISITING WORKERS IN MANAGING TRANSFER DURING THE COVID-19 PANDEMIC IN PT ELNUSA TBK & GROUP

**Surat Edaran**  
 Circular letter

TANGGAL SURAT LETTER DATE	NOMOR SURAT LETTER NUMBER	PERIHAL CONCERN
21-Oct-20	023/EN/EDR/005D.024H/2020	SE DIRUM_PERUBAHAN KETIGA ATAS KEPUTUSAN BERSAMA MENTERI AGAMA, MENTERI KETENAGAKERJAAN, DAN MENTERI PENDAYAGUNAAN APARATUR NEGARA DAN REFORMASI BIROKRASI REPUBLIK INDONESIA NOMOR 728 TAHUN 2019, NOMOR 213 TAHUN 2019, NOMOR 01 TAHUN 2019 TENTANG HARI LIBUR NASIONAL DAN CUTI BERSAMA TAHUN 2020 GENERAL DIRECTOR CIRCULAR LETTER_THIRD AMENDMENT TO THE JOINT DECREE OF THE MINISTER OF RELIGION, THE MINISTER OF MANPOWER, AND THE MINISTER OF USE OF STATE APPARATUS AND BUREAUCRACY REFORM OF THE REPUBLIC OF INDONESIA NUMBER 728 OF 2019, NUMBER 213 OF 2019, NUMBER 01 YEAR 2019 CONCERNING NATIONAL HOLIDAYS AND MAS LEAVE IN 2020
30-Nov-20	024/EN/EDR/005D.024H/2020	SE DIRUM_HARI LIBUR BAGI PEKERJA PADA PELAKSANAAN HARI PEMUNGUTAN SUARA DALAM PEMILIHAN KEPALA DAERAH TAHUN 2020 GENERAL DIRECTOR CIRCULAR LETTER_HOLIDAYS FOR WORKERS ON THE IMPLEMENTATION OF VOTING DAY IN THE 2020 DISTRICT HEAD ELECTION
02-Dec-20	025/EN/EDR/005D.024H/2020	SE DIRUM_OPTIMALISASI ORGANISASI DAN PEMENUHAN VACANT PT ELNUSA DAN ANAK PERUSAHAAN GENERAL DIRECTOR CIRCULAR LETTER_OPTIMIZATION OF THE ORGANIZATION AND FULFILLMENT OF VACANT PT ELNUSA AND SUBSIDIARIES
10-Dec-20	026/EN/EDR/005D.024H/2020	SE DIRUM_HARI LIBUR NASIONAL DAN CUTI BERSAMA TAHUN 2020 GENERAL DIRECTOR CIRCULAR LETTER_NATIONAL HOLIDAYS AND MASS LEAVE IN 2020
11-Dec-20	027/EN/EDR/000D.024H/2020	SE DIRUT_INSTRUKSI DIREKTUR UTAMA UNTUK MENINGKATKAN KEWASPADAAN HSSE DI PENGHUJUNG TAHUN 2020 PRESIDENT DIRECTOR CIRCULAR LETTER_PRESIDENT DIRECTOR'S INSTRUCTIONS TO IMPROVE HSSE AWARENESS AT THE END OF 2020

**Surat Keputusan Direktur Utama**  
 President Director's Decree

TANGGAL SURAT LETTER DATE	NOMOR SURAT LETTER NUMBER	PERIHAL CONCERN
09-Jan-20	001/EN/KPTS/000D/2020	SK Penyesuaian UMP Tahun 2020 Decree of 2020 UMP Adjustment
30-Jan-20	002/EN/KPTS/000D/2020	SK Tim Penyusun Dokumen Aplikasi Quality Management Assessment (QMA) Berbasis Kriteria Kinerja Ekselen Pertamina (KKEP) Decree of Document Drafting Team of Quality Management Assessment (QMA) Application Based on Pertamina's Excellent Performance Criteria (KKEP)
03-Feb-20	003/EN/KPTS/000D/2020	SK Tim Penerbitan Obligasi dan atau Sukuk PT Elnusa Tbk Decree of Bond and or Sukuk Issuance Team of PT Elnusa Tbk
10-Feb-20	004/EN/KPTS/000D/2020	SK Penunjukan Tim Pendamping Proses Monitoring dan Penagihan Piutang PT PND kepada PT Rizki Wijoyo Mulyo Decree of the Appointment of the Assistance Team for the Monitoring and Collection Process of PT PND's Receivables to PT Rizki Wijoyo Mulyo

11-Feb-20	005/EN/KPTS/000D/2020	SK Penunjukan Komisaris PT Patra Nusa Data Decree of Appointment of Commissioner of PT Patra Nusa Data
01-Apr-20	006/EN/KPTS/000D/2020	SK Terkait Addendum Tim Strategic Initiative Project Tahun 2020 Decree regarding the 2020 Strategic Initiative Project Team Addendum
16-Apr-20	007/EN/KPTS/000D/2020	SK Ketentuan Bonus Kinerja Final Tahunan 2019 Decree of 2019 Annual Final Performance Bonus Terms
20-Apr-20	008/EN/KPTS/000D/2020	SK Ketentuan Pelaksanaan Promosi Kepangkatan dan Promosi Luar Biasa di PT Elnusa Tbk Decree of Provisions for the Implementation of Promotions for Rankings and Extraordinary Promotions at PT Elnusa Tbk
22-Apr-20	009/EN/KPTS/000D/2020	SK Ketentuan Waktu Kerja & Tunjangan Lapangan dalam Situasi Pencegahan Covid-19 bagi Pekerja Lapangan Decree of Provisions on Working Time & Field Benefits in a Covid-19 Prevention Situation for Field Workers
28-May-20	010/EN/KPTS/000D/2020	SK Penunjukan Direktur PT Sigma Cipta Utama Decree of Appointment of Director of PT Sigma Cipta Utama
28-May-20	011/EN/KPTS/000D/2020	SK Pemberhentian Direktur & Penunjukan Staf Ahli PT Sigma Cipta Utama Decree of Dismissal of Director & Appointment of Expert Staff of PT Sigma Cipta Utama
05-Jun-20	013/EN/KPTS/000D/2020	SK Amandemen Ketentuan Waktu Kerja, Tunjangan Karantina, Tunjangan Lapangan dalam Situasi Pencegahan Covid-19 bagi Pekerja Lapangan Decree of Amendment to Working Time Provisions, Quarantine Allowance, Field Allowance in Covid-19 Prevention Situations for Field Workers
23-Jun-20	014/EN/KPTS/000D/2020	SK Penunjukan Direktur PND Decree of Appointment of Director of PND
24-Jun-20	015/EN/KPTS/000D/2020	SK Pencabutan Komisaris PND & SCU Decree of Revocation of PND & SCU Commissioners
25-Jun-20	016/EN/KPTS/000D/2020	SK Struktur Organisasi PT Elnusa Tbk Decree of Organizational Structure of PT Elnusa Tbk
25-Jun-20	017/EN/KPTS/000D/2020	SK Penetapan Mutasi Jabatan PT Elnusa Tbk Decree of the Appointment of Position Transfer of PT Elnusa Tbk
30-Jun-20	018/EN/KPTS/000D/2021	SK Pemberhentian & Penunjukan Direktur Utama PT Elnusa Fabrikasi Konstruksi Decree of Dismissal & Appointment of President Director of PT Elnusa Fabrikasi Konstruksi
30-Jun-20	019/EN/KPTS/000D/2022	SK Penunjukan Direktur Operasi PT Elnusa Fabrikasi Konstruksi SK Appointment of Operations Director of PT Elnusa Fabrikasi Konstruksi
30-Jun-20	020/EN/KPTS/000D/2023	SK Penunjukan Komisaris PT Elnusa Fabrikasi Konstruksi Decree of Appointment of Commissioner of PT Elnusa Fabrikasi Konstruksi
17-Aug-20	022/EN/KPTS/000D/2020	SK Mutasi Jabatan Fajriyah Usman Decree of Position Transfer for Fajriyah Usman's
02-Sep-20	023/EN/KPTS/000D/2020	SK Pengangkatan Management Representative (MR) PT Elnusa Tbk Decree of Appointment of Management Representative (MR) PT Elnusa Tbk
08-Sep-20	024/EN/KPTS/000D/2020	SK Insentif HUT Decree of Anniversary Incentive
14-Sep-20	025/EN/KPTS/000D/2020	SK Tim Assessment Supreme dan Survei Budaya HSSE 2020 Decree of Supreme Assessment Team and HSSE Cultural Survey 2020

### Informasi tentang Komite di Bawah Direksi

Hingga akhir tahun 2020, Perseroan tidak memiliki komite yang berada di bawah Direksi. Dengan

### Information about Committees Under the Directors

Until the end of 2020, the Company does not have a committee under the Board of Directors. Therefore,

demikian, tidak terdapat informasi terkait kinerja dan penilaian komite di bawah Direksi. Namun, pelaksanaan tugas dan tanggung jawab Direksi di dukung oleh Sekretaris Perusahaan, serta Unit Audit Internal dan organ fungsional lainnya yang dipimpin oleh Vice President/Senior Manager. Penilaian kinerja terkait organ pendukung dan organ fungsional lainnya yang berada di Bawah Direksi, melekat pada hasil penilaian KPI Perseroan atau KPI masing-masing organ pendukung dan organ fungsional lainnya.

#### Penilaian Atas Kinerja Unit Audit

Kepuasan Auditee dihitung berdasarkan nilai (skor) kuesioner yang diisi oleh Auditee atas pelaksanaan audit yang telah dilakukan. Permintaan kuesioner kepuasan auditee hanya dilakukan pada audit Reguler. Rata-rata skor yang diperoleh dari seluruh penugasan tahun 2020 adalah 3,26 dari skala 4. Penilaian yang dilakukan auditee terhadap kinerja meliputi:

1. Lingkup (scope) Audit
2. Waktu (durasi) pelaksanaan audit
3. Kualitas (manfaat) rekomendasi auditor

### TRANSPARANSI INFORMASI TENTANG DEWAN KOMISARIS DAN DIREKSI

#### Penilaian Kinerja Dewan Komisaris dan Direksi

Sebagai organ utama dalam Perusahaan, Dewan Komisaris dan Direksi memiliki peran sentral dalam gerak pertumbuhan Perusahaan. Penilaian kinerja Dewan Komisaris dan Direksi dilakukan dengan menerapkan *Key Performance Indicator* (KPI) yang disesuaikan dengan bisnis yang dijalankan oleh Perusahaan. Penilaian kinerja Dewan Komisaris dan Direksi dilakukan secara rutin setiap tahun sebagai evaluasi atas pelaksanaan tugas Dewan Komisaris dan Direksi. Pengukuran keberhasilan kinerja Dewan Komisaris dan Direksi merupakan hasil kerja kolegal dari masing-masing kedua organ utama Perusahaan tersebut.

#### Penilaian Kinerja Dewan Komisaris

Dewan Komisaris melakukan pengukuran dan penilaian terhadap kinerja Dewan Komisaris baik secara kolegal maupun individu melalui mekanisme

there is no information related to the performance and evaluation of committees under the Board of Directors. However, the implementation of the duties and responsibilities of the Directors is supported by the Corporate Secretary, as well as the Internal Audit Unit and other functional organs led by the Vice President/Senior Manager. Performance appraisal related to supporting organs and other functional organs that are under the Board of Directors, is attached to the results of the assessment of the Company's KPI or KPI of each supporting organ and other functional organs.

#### Assessment of Audit Unit Performance

Auditee satisfaction is calculated based on the value (score) of the questionnaire filled out by the Auditee on the implementation of the audit that has been carried out. Requests for auditee satisfaction questionnaires are only performed on Regular audits. The average score obtained from all assignments in 2020 is 3.26 from a scale of 4. The auditee's assessment of performance includes:

1. Audit scope
2. Time (duration) for conducting the audit
3. The quality (benefit) of the auditor's recommendation

### TRANSPARENCY OF INFORMATION ABOUT THE BOARD OF COMMISSIONERS AND THE BOARD DIRECTORS

#### Performance Evaluation of the Board of Commissioners and Directors

As the main organ in the Company, the Board of Commissioners and Directors have a central role in the growth of the Company. The performance evaluation of the Board of Commissioners and Directors is carried out by applying the Key Performance Indicator (KPI) concepts that are tailored to the business of the Company. The performance evaluation of the Board of Commissioners and Directors is carried out regularly every year as an evaluation of the implementation of the duties of the Board of Commissioners and Directors. The measurement of the success of the performance of the Board of Commissioners and Directors is the collegial work of each of the two main organs of the Company.

#### Performance Evaluation of the Board of Commissioners

The Board of Commissioners measures and evaluates the performance of the Board of Commissioners both collegially and individually through an

mandiri setiap tahunnya berdasarkan atas tingkat pencapaian Perseroan dibandingkan dengan target (*Key Performance Indicator*) yang telah disepakati. Hal ini sebagaimana tertuang dalam *Board Manual* (Pedoman Kerja).

Penilaian kinerja Dewan Komisaris dilakukan secara rutin setiap tahun sebagai evaluasi atas pelaksanaan tugas Dewan Komisaris. Selain berdasarkan Laporan Tugas Pengawasan, penilaian atau evaluasi atas kinerja Dewan Komisaris juga dilaksanakan berdasarkan realisasi *Key Performance Indicators* (KPI), yang merupakan pengukuran keberhasilan kinerja Dewan Komisaris atas hasil kerja kolegal dari seluruh Dewan Komisaris.

### Proses Pelaksanaan Evaluasi Kinerja

#### 1. Evaluasi Secara Kolegal

Evaluasi kinerja Dewan Komisaris secara kolegal dilakukan berdasarkan kriteria penilaian antara lain meliputi:

- a. Struktur dan komposisi Dewan Komisaris.  
Sesuai Peraturan Otoritas Jasa keuangan Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik pada pasal 20 yakni Komisaris Independen wajib paling kurang 30% (tiga puluh persen) dari jumlah seluruh anggota Dewan Komisaris, saat ini jumlah Komisaris Independen Perusahaan mencapai 50% (lima puluh persen). Komposisi Dewan Komisaris juga memperhatikan keberagaman keahlian, pengalaman dan latar belakang pendidikan.
- b. Pencapaian *Key Performance Indicator* ("KPI") Perseroan sesuai dengan target yang telah ditetapkan.  
Tahun 2020 pencapaian KPI Perseroan menunjukkan hasil yang baik yakni mencapai 100% dari target yang telah ditetapkan.
- c. Ketaatan terhadap peraturan perundang-undangan yang berlaku serta kebijakan Perseroan.  
Selama tahun 2020 Perseroan telah melakukan kewajibannya secara baik dan telah melakukan sejumlah pemutakhiran atas kebijakan-kebijakan Perseroan yang disesuaikan dengan peraturan perundang-undangan.
- d. Komitmen dalam memajukan kepentingan Perseroan.

independent mechanism each year based on the level of achievement of the Company compared to the agreed targets (*Key Performance Indicator*). This is as stated in the *Board Manual* (Work Guidelines).

The performance evaluation of the Board of Commissioners is carried out regularly every year as an evaluation of the implementation of the Board of Commissioners' duties. In addition to being based on the Supervisory Report, the assessment or evaluation of the performance of the Board of Commissioners is also carried out based on the realization of *Key Performance Indicators* (KPI), which is a measure of the success of the Board of Commissioners' performance on the collegial work of all the Board of Commissioners.

### Performance Evaluation Implementation Process

#### 1. Collegial Evaluation

The collegial evaluation of the performance of the Board of Commissioners is based on the evaluation criteria which include:

- a. Structure and composition of the Board of Commissioners. In accordance with Financial Services Authority Regulation Number 33/POJK.04/2014 concerning Directors and Board of Commissioners of Issuers or Public Companies in article 20, namely Independent Commissioners must be at least 30% (thirty percent) of the total members of the Board of Commissioners, currently the number of Independent Commissioners The company reaches 50% (fifty percent). The composition of the Board of Commissioners also considers the diversity of expertise, experience and educational background.
- b. The achievement of the Company's *Key Performance Indicator* ("KPI") is in accordance with the set targets.  
In 2020 the achievement of the Company's KPI showed good results, reaching 100% of the target set.
- c. Compliance with applicable laws and regulations and Company policies.  
  
During 2020 the Company has performed its obligations properly and has made a number of updates to the Company's policies that are adjusted to the laws and regulations.
- d. Commitment in advancing the interests of the Company.

Dewan Komisaris menunjukkan komitmen yang besar untuk kemajuan dan kepentingan Perseroan melalui pengawasan dan pemberian nasihat kepada Direksi yang rutin dilakukan setiap bulannya. Untuk tahun 2020, Dewan Komisaris telah mengadakan 17 (tujuh belas) kali Rapat Dewan Komisaris dan 16 (enam belas) kali Rapat Gabungan Dewan Komisaris dan Direksi.

e. Penerapan *Good Corporate Governance* di Perusahaan.

Sepanjang tahun 2020 pelaksanaan tata kelola Perseroan mengacu pada peraturan perundang-undangan antara lain Peraturan OJK No. 21/POJK.04/2015 berikut Surat Edaran OJK tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka dan Peraturan OJK No. 32/POJK.04/2014 yang mengatur mengenai RUPS. Selain itu Perseroan juga mengadopsi secara komprehensif standar terbaik tata kelola yang berlaku secara Internasional yaitu *ASEAN Corporate Governance Scorecard* sebagai acuan rekomendasi tata kelola yang harus dipenuhi.

2. Evaluasi Secara Individu

Evaluasi dilakukan oleh masing-masing anggota Dewan Komisaris, dengan kriteria antara lain meliputi:

- a. Tingkat kehadiran dalam masing-masing rapat internal maupun rapat gabungan Dewan Komisaris dengan Direksi beserta rapat dengan Komite-Komite Penunjang di bawah Dewan Komisaris.
- b. Kontribusi dalam proses pengawasan dan pemberian nasihat terhadap Jajaran Manajemen.

Untuk tingkat kehadiran rata-rata sebesar 95% diyakini anggota Dewan Komisaris telah memberikan waktu yang lebih dari memadai untuk menyelenggarakan rapat dan mendapatkan suatu putusan yang komprehensif terbaik buat perusahaan serta memenuhi ketentuan dan aturan yang berlaku dalam pengambilan keputusan.

Evaluasi kinerja Dewan Komisaris ini juga disampaikan secara umum sebagai bentuk pertanggungjawaban pelaksanaan tugas dan tanggung jawab pada saat RUPS Tahunan dan laporan tahunan Perseroan.

### Penilaian Kinerja Direksi

Perseroan melakukan evaluasi kinerja Direksi baik secara kolegal maupun individu melalui

The Board of Commissioners shows a great commitment to the progress and interests of the Company through supervision and giving advice to the Directors that is routinely conducted every month. For 2020, the Board of Commissioners has held 17 (seventeen) meetings of the Board of Commissioners and 16 (sixteen) joint meetings of the Board of Commissioners and Directors.

e. Implementation of *Good Corporate Governance* in the Company.

Throughout 2020, the implementation of corporate governance refers to the laws and regulations including OJK Regulation Number 21/POJK.04/2015 along with OJK Circular Letter on the Implementation of Open Corporate Governance Guidelines and OJK Regulation Number 32/POJK.04/2014 which regulates AGM. In addition, the Company has also adopted comprehensively the best standards of governance that apply internationally, namely the *ASEAN Corporate Governance Scorecard* as a reference for governance recommendations that must be met.

2. Individual Evaluation

The evaluation is carried out by each member of the Board of Commissioners, with these criterias:

- a. The level of attendance at each internal meeting and joint meeting of the Board of Commissioners and the Board of Directors along with meetings with Supporting Committees under the Board of Commissioners.
- b. Contribute to the supervision process and provide advice to the Management.

For an average attendance rate of 95%, it is believed that members of the Board of Commissioners have given more than adequate time to hold meetings and obtain the best comprehensive decisions for the company and fulfill the rules and regulations in making decisions.

An evaluation of the performance of the Board of Commissioners is also presented in general as a form of accountability for carrying out its duties and responsibilities during the Annual GMS and the Company's annual report.

### Directors Performance Appraisal

The Company evaluates the performance of the Directors both collegially and individually through



mekanisme mandiri setiap tahunnya berdasarkan atas tingkat pencapaian Perseroan dibandingkan dengan target (*Key Performance Indicators*) yang disepakati. Evaluasi kinerja Direksi juga dilakukan dengan mempertimbangkan tugas dan tanggung jawab Direksi sesuai dengan peraturan perundang-undangan dan/atau Anggaran Dasar Perseroan.

### Proses Pelaksanaan Evaluasi Kinerja

1. Evaluasi Secara Kolegial  
Evaluasi kinerja Direksi secara kolegial dilakukan berdasarkan pencapaian secara keseluruhan, antara lain mencakup kriteria:
  - a. *Economic & Social Value*
  - b. *Business Model Innovation*
  - c. *Technology Leadership*
  - d. *Energize Investment*
  - e. *Unleash Talent*
2. Evaluasi Secara Individu  
Penilaian kinerja dilakukan oleh masing-masing anggota Direksi, dengan kriteria target kinerja yang dituangkan dalam kertas kerja sesuai dengan tugas dan tanggung jawab masing-masing anggota Direksi. Evaluasi Direktur Utama telah tercermin dalam penilaian kinerja Direksi secara kolegial yang telah disebutkan sebelumnya.

Hasil evaluasi kinerja Direksi untuk tahun buku 2020 mencapai 100%. Hal tersebut disampaikan kepada Dewan Komisaris yang sekaligus menjadi bahan pertimbangan dalam memberikan arahan untuk meningkatkan efektivitas kinerja Direksi dan merupakan salah satu dasar pertimbangan bagi Komite Nominasi dan Remunerasi memberikan rekomendasi kepada Dewan Komisaris untuk mengangkat kembali anggota Direksi dan untuk menyusun struktur remunerasi Direksi.

Selain itu, penilaian kinerja Direksi disampaikan secara umum sebagai bentuk pertanggungjawaban pelaksanaan tugas dan tanggung jawab pada saat RUPS Tahunan dan laporan tahunan Perseroan.

### Pihak yang Melakukan Assessment

Penilaian Dewan Komisaris dan Direksi berdasarkan Pedoman Tata Kelola Perusahaan Terbuka dari OJK dilakukan melalui *self-assessment*.

independent mechanisms each year based on the level of achievement of the Company compared to the agreed targets (*Key Performance Indicators*). Evaluation of the performance of the Board of Directors is also carried out by considering the duties and responsibilities of the Board of Directors in accordance with the laws and regulations or the Company's Articles of Association.

### Performance Evaluation Implementation Process

1. Collegial Evaluation  
The collegial performance evaluation of the Directors is based on overall achievements, including but not limited to the following criteria:
  - a. *Economic & Social Value*
  - b. *Business Model Innovation*
  - c. *Technology Leadership*
  - d. *Energize Investment*
  - e. *Unleash Talent*
2. Individual Evaluation  
Performance appraisal is carried out by each member of the Board of Directors, with performance target criteria set forth in a working paper in accordance with the duties and responsibilities of each member of the Board of Directors. The evaluation of the President Director has been reflected in the collegial assessment of the Directors' performance previously mentioned.

The results of the Directors' performance evaluation for the 2020 fiscal year reached 100%. This was conveyed to the Board of Commissioners which is also a matter of consideration in providing direction to improve the effectiveness of the Board of Directors' performance and is one of the basic considerations for the Nomination and Remuneration Committee to provide recommendations to the Board of Commissioners to reappoint members of the Board of Directors and to arrange the Directors' remuneration structure.

In addition, an assessment of the performance of the Board of Directors is presented in general as a form of accountability for carrying out its duties and responsibilities during the Annual GMS and the Company's annual report.

### Assesor

Assessment of the Board of Commissioners and Board of Directors is based on Public Company Governance Guideline from FSA and conducted through self assessment.

### Assessment Penerapan GCG untuk Aspek Dewan Komisaris dan Direksi

Hasil Assessment Dewan Komisaris dan Direksi sesuai Surat Edaran Otoritas Jasa Keuangan Nomor 32/SEOJK.04/2015 tanggal 17 November 2015 tentang Pedoman Tata Kelola Perusahaan Terbuka dan berdasarkan ASEAN CG Scorecard dapat dilihat dalam Section Tata Kelola Perusahaan bagian Evaluasi Implementasi Tata Kelola Perusahaan.

### Assessment of GCG Implementation for the Board of Commissioners and Directors Aspects

The Board of Commissioners and Board of Directors Assessment Results in accordance with the Financial Services Authority Circular Letter Number 32/SEOJK.04/2015 dated November 17, 2015 concerning Guidelines for Open Corporate Governance and based on the ASEAN CG Scorecard can be seen in the Corporate Governance Section Evaluation of Corporate Governance Implementation section.

### PROSEDUR PENETAPAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Undang-Undang Nomor 40 tahun 2007 tentang Perseroan Terbatas (UUPT) menyatakan bahwa besarnya remunerasi Dewan Komisaris dan Direksi ditetapkan oleh RUPS, namun RUPS dapat memberikan kewenangan kepada Dewan Komisaris untuk menetapkan remunerasi Direksi dan Dewan Komisaris.

### REMUNERATION POLICY FOR THE BOARD OF COMMISSIONERS AND DIRECTORS

Law Number 40 of 2007 concerning Limited Liability Companies (UUPT) states that the amount of remuneration for the Board of Commissioners and the Board of Directors is determined by the GMS, however the GMS can authorize the Board of Commissioners to determine the remuneration for the Board of Directors and the Board of Commissioners.

Dewan Komisaris melalui perangkat komitenya yakni Komite Nominasi dan Remunerasi secara berkala mengevaluasi kebijakan, besaran dan struktur remunerasi. Prosedur remunerasi dilaksanakan sesuai dengan perundang-undangan yang berlaku.

The Board of Commissioners through its committees namely the Nomination and Remuneration Committee periodically evaluates the policies, the magnitude and structure of the remuneration. Remuneration procedures are carried out in accordance with applicable laws.



### Struktur Remunerasi Dewan Komisaris dan Direksi

Berdasarkan surat dari Pemegang Saham Utama, struktur remunerasi Dewan Komisaris dan Direksi

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

Based on a letter from the Major Shareholders, the remuneration structure of the Board of

terdiri atas gaji/honorarium, tunjangan, fasilitas dan tantiem.

Commissioners and Directors consists of salary/honorarium, benefits, facilities and bonuses.

Struktur remunerasi dan komponennya bagi Dewan Komisaris dan Direksi dapat disampaikan sebagai berikut:

The remuneration structure and its components for the Board of Commissioners and Directors can be delivered as follows:

Struktur Remunerasi Dewan Komisaris Board of Commissioners' Remuneration Structure	Struktur Remunerasi Direksi Board of Directors' Remuneration Structure
<ul style="list-style-type: none"> <li>• Honorarium Dewan Komisaris Penghasilan tetap berupa uang yang diterima setiap bulan karena kedudukannya sebagai anggota Dewan Komisaris Perseroan, dengan ketentuan sebagai berikut:               <ul style="list-style-type: none"> <li>» Honorarium Komisaris Utama adalah 45% dari Gaji Direktur Utama</li> <li>» Honorarium Komisaris adalah 90% dari Honorarium Komisaris Utama</li> </ul> </li> <li>• Honorarium of the Board of Commissioners Fixed income in the form of money received each month because of his position as a member of the Board of Commissioners of the Company, with the following conditions:               <ul style="list-style-type: none"> <li>» The Honorarium of the President Commissioner is 45% of the Salary of the President Director</li> <li>» Commissioner Honorarium is 90% of the Honors Commissioner of President</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Gaji Direksi Penghasilan tetap berupa uang yang diterima setiap bulan karena kedudukannya sebagai anggota Direksi Perseroan, dengan ketentuan sebagai berikut:               <ul style="list-style-type: none"> <li>» Gaji Direktur adalah 85% dari Gaji Direktur Utama</li> </ul> </li> <li>• Salary of Directors Fixed income in the form of money received every month because of his position as a member of the Board of Directors of the Company, with the following conditions:               <ul style="list-style-type: none"> <li>» Salary of Director is 85% of Salary of President Director</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Tunjangan Dewan Komisaris Penghasilan berupa uang atau yang dapat dinilai dengan uang yang diterima pada waktu tertentu oleh anggota Dewan Komisaris selain Honorarium, yang dapat berupa:               <ul style="list-style-type: none"> <li>» Tunjangan Hari Raya Keagamaan</li> <li>» Tunjangan Transportasi</li> <li>» Asuransi Purna Jabatan</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Tunjangan Direksi Penghasilan berupa uang atau yang dapat dinilai dengan uang yang diterima pada waktu tertentu oleh anggota Direksi selain Gaji, yang dapat berupa:               <ul style="list-style-type: none"> <li>» Tunjangan Hari Raya Keagamaan</li> <li>» Tunjangan Perumahan</li> <li>» Asuransi Purna Jabatan</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Board of Commissioners Allowances Income in the form of money or which can be valued with money received at a certain time by members of the Board of Commissioners in addition to the Honorarium, which can be in the form of:               <ul style="list-style-type: none"> <li>» Religious holiday allowance</li> <li>» Transportation Allowances</li> <li>» Full Term Insurance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Directors' Allowances Income in the form of money or which can be valued with money received at a certain time by members of the Board of Directors other than Salary, which can be in the form of:               <ul style="list-style-type: none"> <li>» Religious holiday allowance</li> <li>» Housing Allowances</li> <li>» Full Term Insurance</li> </ul> </li> </ul>

<b>Struktur Remunerasi Dewan Komisaris</b> Board of Commissioners' Remuneration Structure	<b>Struktur Remunerasi Direksi</b> Board of Directors' Remuneration Structure
<ul style="list-style-type: none"> <li>• Fasilitas Dewan Komisaris Penghasilan berupa sarana dan/atau kemanfaatan dan/atau penjaminan yang digunakan/dimanfaatkan oleh anggota Dewan Komisaris dalam rangka pelaksanaan tugas, wewenang, kewajiban dan tanggung jawab berdasarkan peraturan perundang-undangan, yang dapat berupa:               <ul style="list-style-type: none"> <li>» Fasilitas Kesehatan</li> <li>» Fasilitas Bantuan Hukum</li> </ul> </li>   <li>• Facilities of the Board of Commissioners Income in the form of facilities and/or benefits and/or guarantees used/utilized by members of the Board of Commissioners in the context of carrying out their duties, authorities, obligations and responsibilities based on laws and regulations, which can be in the form of:               <ul style="list-style-type: none"> <li>» Medical facility</li> <li>» Legal Aid Facilities</li> </ul> </li>   <li>• Tantiem Dewan Komisaris               <ul style="list-style-type: none"> <li>» Tantiem adalah Penghasilan yang merupakan penghargaan yang diberikan kepada anggota Dewan Komisaris apabila memperoleh laba dan tidak mengalami akumulasi kerugian.</li> </ul> </li>   <li>• Board of Commissioners Tantiem               <ul style="list-style-type: none"> <li>» Tantiem is income which is an award given to members of the Board of Commissioners if they receive profits and do not experience accumulated losses.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Fasilitas Direksi Penghasilan berupa sarana dan/atau kemanfaatan dan/atau penjaminan yang digunakan/dimanfaatkan oleh anggota Direksi dalam rangka pelaksanaan tugas, wewenang, kewajiban dan tanggung jawab berdasarkan peraturan perundang-undangan, yang dapat berupa:               <ul style="list-style-type: none"> <li>» Fasilitas Kesehatan</li> <li>» Fasilitas Kendaraan</li> <li>» Fasilitas Bantuan Hukum</li> </ul> </li>   <li>• Directors' facilities Income in the form of facilities and/or benefits and/or guarantees used/utilized by members of the Board of Directors in the context of carrying out their duties, authorities, obligations and responsibilities based on laws and regulations, which can be in the form of:               <ul style="list-style-type: none"> <li>» Medical facility</li> <li>» Vehicle Facilities</li> <li>» Legal Aid Facilities</li> </ul> </li>   <li>• Tantiem Direksi               <ul style="list-style-type: none"> <li>» Tantiem, yaitu penghasilan yang merupakan penghargaan yang diberikan kepada anggota Direksi apabila memperoleh laba dan tidak mengalami akumulasi kerugian.</li> </ul> </li>   <li>• Board of Directors Tantiem               <ul style="list-style-type: none"> <li>» Tantiem, which is income which is an award given to members of the Board of Directors if it earns profit and does not experience accumulated losses.</li> </ul> </li> </ul>
<p>Struktur dan komponen remunerasi yang diterima oleh Dewan Komisaris tidak terdapat pemberian bonus non kinerja, dan/atau opsi saham bagi setiap anggota Dewan Komisaris.</p> <p>The structure and components of remuneration received by the Board of Commissioners do not include non-performance bonuses, and/or share options for each member of the Board of Commissioners.</p>	<p>Struktur dan komponen remunerasi yang diterima oleh Direksi tidak terdapat pemberian bonus non kinerja, dan/atau opsi saham bagi setiap anggota Direksi.</p> <p>The structure and components of remuneration received by the Directors do not include non-performance bonuses, and/or share options for each member of the Board of Directors.</p>

### Kebijakan Dasar Terkait Indikator dan Penetapan Remunerasi Dewan Komisaris dan Direksi

Penetapan penghasilan berupa gaji/honorarium, tunjangan dan fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan faktor pendapatan, kondisi dan kemampuan keuangan Perseroan serta tingkat inflasi dan faktor-faktor lain yang relevan serta tidak bertentangan dengan peraturan perundang-undangan. Sedangkan tunjangan dan tantiem yang bersifat variabel dilakukan dengan mempertimbangkan faktor realisasi pencapaian kinerja Perseroan, tingkat kesehatan, kondisi dan kemampuan keuangan Perseroan serta faktor-faktor lainnya.

### Basic Policies Regarding Indicators and Determination of Remuneration for the Board of Commissioners and Directors

Determination of income in the form of salary/honorarium, allowances and facilities that are permanent is carried out by considering the factors of income, the condition and financial capability of the Company as well as the inflation rate and other relevant factors that are not in conflict with the legislation. Whereas the variable allowances and bonuses are carried out by taking into account the realization of the Company's performance achievements, the level of health, the condition and financial capability of the Company as well as other factors.

## Transparansi Remunerasi Dewan Komisaris dan Direksi Tahun 2020

Rincian jumlah nominal remunerasi bagi Dewan Komisaris dan Direksi berdasarkan struktur remunerasi adalah sebagai berikut:

## Transparency of Board of Commissioners and Board of Directors Remuneration in 2020

The details of the nominal amount of remuneration for the Board of Commissioners and Directors based on the remuneration structure are as follows:

### Jumlah Nominal Remunerasi Dewan Komisaris dan Direksi Tahun 2020 Total of Remuneration for the Board of Commissioners and Directors in 2020

Komponen Component	Jumlah Diterima Amount Received	
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors
Honorarium/Gaji, THR, Tantiem (termasuk pajak) Honorarium/Salary, THR, Tantiem (including tax)	9.038.131.994	20.662.888.959
Purna Jabatan Full Lain Incentive	-	2.719.149.673
Lain-Lain (Iuran) Others (Dues)	128.049.808	442.914.027

### Jumlah Remunerasi Dewan Komisaris dan Direksi Tahun 2020 Total Remuneration of the Board of Commissioners and Directors in 2020

Uraian Details	Jumlah Amount (Rp)
Jumlah Remunerasi Dewan Komisaris Total Remuneration of the Board of Commissioners	9.166.181.802
Jumlah Remunerasi Direksi Total Remuneration of the Board of Directors	23.824.952.660
Jumlah Remunerasi Dewan Komisaris dan Direksi Tahun 2020 Total Remuneration of the Board of Commissioners and Directors in 2020	32.991.134.462

## Bonus Non Kinerja dan Opsi Saham Dewan Komisaris dan Direksi

Struktur dan komponen remunerasi yang diterima oleh Dewan Komisaris dan Direksi tidak terdapat pemberian bonus non kinerja, dan/atau opsi saham bagi setiap anggota Dewan Komisaris dan Direksi.

## Non-Performance Bonuses and Stock Options of the Board of Commissioners and Directors

The structure and components of remuneration received by the Board of Commissioners and Directors do not include non-performance bonuses, and/or share options for each member of the Board of Commissioners and Directors.

## RAPAT DEWAN KOMISARIS DAN DIREKSI

### RAPAT DEWAN KOMISARIS

Sesuai Anggaran Dasar Perseroan, rapat Dewan Komisaris diadakan sekurang-kurangnya sekali setiap 2 (dua) bulan. Pemanggilan rapat dilakukan oleh Komisaris Utama dan disampaikan paling lambat 5 (lima) hari sebelum rapat diadakan, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal rapat, atau dalam waktu yang lebih singkat jika dalam keadaan mendesak. Rapat Dewan Komisaris adalah sah dan berhak mengambil

## BOARD OF COMMISSIONERS AND DIRECTORS MEETING

### BOARD OF COMMISSIONERS MEETING

In accordance with the Articles of Association of the Company, a meeting of the Board of Commissioners is held at least once every 2 (two) months. Summons to meetings are made by the President Commissioner and submitted no later than 5 (five) days before the meeting is held, excluding the date of the invitation and the date of the meeting, or in a shorter time if it is in an urgent situation. Meetings of the Board of Commissioners are valid and have the right to make

keputusan yang mengikat apabila dihadiri atau diwakili oleh lebih dari ½ (satu per dua) dari jumlah anggota Dewan Komisaris.

Bahan rapat disampaikan kepada peserta rapat paling lambat 5 (lima) hari sebelum rapat diselenggarakan. Jika rapat yang diselenggarakan di luar jadwal yang telah disusun, bahan rapat disampaikan kepada peserta rapat paling lambat sebelum rapat diselenggarakan.

Rapat Internal Dewan Komisaris dipimpin oleh Komisaris Utama, dalam hal Komisaris Utama tidak dapat hadir atau berhalangan, rapat Dewan Komisaris dipimpin oleh seorang anggota Dewan Komisaris lainnya yang ditunjuk oleh Komisaris Utama. Dalam hal Komisaris Utama tidak melakukan penunjukan, maka anggota Dewan Komisaris yang paling lama menjabat sebagai anggota Dewan Komisaris bertindak sebagai pimpinan Rapat Dewan Komisaris. Dalam hal anggota Dewan Komisaris yang paling lama menjabat lebih dari satu orang, maka yang memimpin rapat adalah anggota Dewan Komisaris yang tertua dalam usia.

Pada tahun 2020, Rapat Internal Dewan Komisaris 2020 dipimpin oleh Komisaris Utama. Rapat Dewan Komisaris 2020 telah diagendakan sebelum tahun berjalan yang dituangkan di dalam program kerja Dewan Komisaris tahun 2020, di mana Rapat Internal Dewan Komisaris dilaksanakan 1 (satu) kali dalam sebulan yang dihadiri oleh seluruh anggota Dewan Komisaris. Selama tahun 2020, Rapat Internal Dewan Komisaris telah dilakukan sebanyak 17 (tujuh belas) kali yang dihadiri oleh anggota Dewan Komisaris dan pihak lain sesuai kebutuhan rapat.

binding decisions if they are attended or represented by more than ½ (one half) of the total members of the Board of Commissioners.

Meeting materials are submitted to meeting participants no later than 5 (five) days before the meeting is held. If the meeting is held outside of the predetermined schedule, the meeting materials are submitted to the meeting participants no later than before the meeting is held.

The Internal Meeting of the Board of Commissioners is chaired by the President Commissioner, in the event that the President Commissioner is unable to attend or is unable to attend, the meeting of the Board of Commissioners is chaired by another member of the Board of Commissioners appointed by the President Commissioner. In the event that the President Commissioner does not make an appointment, the member of the Board of Commissioners who has served as member of the Board of Commissioners for the longest time will act as chairman of the Board of Commissioners Meeting. In the event that the longest serving member of the Board of Commissioners is more than one person, the chairperson of the meeting is the oldest member of the Board of Commissioners.

In 2020, the 2020 Internal Board of Commissioners Meeting will be chaired by the President Commissioner. The 2020 Board of Commissioners Meeting has been scheduled before the current year as outlined in the 2020 Board of Commissioners work program, where the Board of Commissioners' Internal Meeting is held 1 (once) a month which is attended by all members of the Board of Commissioners. During 2020, the Board of Commissioners' Internal Meetings was held 17 (seventeen) times which were attended by members of the Board of Commissioners and other parties according to the needs of the meeting.

## Kehadiran Anggota Dewan Komisaris dalam Rapat Dewan Komisaris Tahun 2020

## Attendance of Members of the Board of Commissioners at the 2020 Board of Commissioners Meeting

Nama Name	Jabatan Position	24-Jan	06-Feb	24-Feb	11-Mar	24-Mar	23-Apr	20-May	05-Jun	24-Jun	27-Jul	03-Aug	28-Aug	01-Oct	14-Oct	27-Oct	05-Nov	23-Nov	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Kehadiran Attendance Percentage
Agus Prabowo 1)	Komisaris Utama President Commissioner										V	V	V	V	V	V	V	V	8	8	100%
Narendra Widjanto 2)	Komisaris Utama President Commissioner	V	V	V	V	V	V	V	V										9	9	100%
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	17	17	100%
Anis Baridwan	Komisaris Independen Independent Commissioner	V	X	V	V	V	X	V	V	V	V	V	V	V	V	V	V	V	17	16	94%
Antonius Ratdomopurbo	Komisaris Commissioner	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	17	17	100%
Eman Salman Arief 3)	Komisaris Commissioner	V	X	V	V	X	V	V	V	V									9	7	78%
<b>Rata-rata kehadiran Dewan Komisaris</b>																				<b>95%</b>	
Average attendance of the Board of Commissioners																					

1) Efektif sejak tanggal 8 Juli 2020

2) Tidak menjabat sejak tanggal 8 Juli 2020

3) Tidak Menjabat sejak tanggal 8 Juli 2020

1) Effective from July 8, 2020

2) Not Serving since July 8, 2020

3) Not Serving since July 8, 2020

**Agenda Rapat Dewan Komisaris Tahun 2020**
**Board of Commissioners Meeting Agenda for 2020**

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
1.	24 Januari 2020 January 24, 2020	Laporan kinerja bulanan Monthly performance report
2.	6 Februari 2020 February 6, 2020	Rencana penerbitan sukuk Sukuk issuance plan
3.	24 Februari 2020 February 24, 2020	<ul style="list-style-type: none"> <li>Laporan kinerja bulanan</li> <li>Rencana RUPS Tahunan Tahun Buku 2019</li> <li>Tata waktu permohonan persetujuan</li> <li>Monthly performance report</li> <li>Plans for the 2019 Annual GMS</li> <li>The time frame for the approval application</li> </ul>
4.	11 Maret 2020 March 11, 2020	<ul style="list-style-type: none"> <li>Rencana RUPS Tahunan Tahun Buku 2019</li> <li>Remunerasi Direksi dan Dewan Komisaris Tahun 2020</li> <li>Komite Penunjang Dewan Komisaris</li> <li>Plans for the 2019 Annual GMS</li> <li>2020 Remuneration for the Board of Directors and the Board of Commissioners</li> <li>Supporting Committee for the Board of Commissioners</li> </ul>
5.	24 Maret 2020 March 24, 2020	<ul style="list-style-type: none"> <li>Laporan kinerja bulanan</li> <li>Rencana RUPS Tahunan Tahun Buku 2019</li> <li>Pengembangan usaha dan investasi</li> <li>Monthly performance report</li> <li>Plans for the 2019 Annual GMS</li> <li>Business development and investment</li> </ul>
6.	23 April 2020 April 23, 2020	<ul style="list-style-type: none"> <li>Laporan kinerja bulanan</li> <li>Rencana RUPS Tahunan Tahun Buku 2019</li> <li>Peraturan OJK Nomor 17/POJK.04/2020</li> <li>Monthly performance report</li> <li>Plans for the 2019 Annual GMS</li> <li>FSA Regulation Number 17/POJK.04/2020</li> </ul>
7.	20 Mei 2020 May 20, 2020	<ul style="list-style-type: none"> <li>Laporan kinerja bulanan</li> <li>Rencana RUPS Tahunan Tahun Buku 2019</li> <li>Monthly performance report</li> <li>Plans for the 2019 Annual GMS</li> </ul>



No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
8.	5 Juni 2020 June 5, 2020	<ul style="list-style-type: none"> <li>Laporan kinerja bulanan</li> <li>Remunerasi Direksi dan Dewan Komisaris Tahun Buku 2020</li> <li>Monthly performance report</li> <li>Remuneration for the Board of Directors and the Board of Commissioners for the 2020 Financial Year</li> </ul>
9.	24 Juni 2020 June 24, 2020	<ul style="list-style-type: none"> <li>Laporan kinerja bulanan</li> <li>Rencana RUPS Tahunan Tahun Buku 2019</li> <li>Monthly performance report</li> <li>Plans for the 2019 Annual GMS</li> </ul>
10.	27 Juni 2020 June 27, 2020	<ul style="list-style-type: none"> <li>Komite Penunjang Dewan Komisaris</li> <li>Tindak Lanjut RUPS Tahunan Tahun Buku 2019</li> <li>Supporting Committee for the Board of Commissioners</li> <li>Follow-up to the Annual GMS for the 2019 Financial Year</li> </ul>
11.	3 Agustus 2020 August 3, 2020	Komite Nominasi dan Remunerasi Nomination and Remuneration Committee
12.	28 Agustus 2020 August 28, 2020	<ul style="list-style-type: none"> <li>Tindak Lanjut Rapat Dewan Komisaris Pertamina</li> <li>Pengembangan usaha dan investasi</li> <li>Follow up of Pertamina's Board of Commissioners Meeting</li> <li>Business development and investment</li> </ul>
13.	1 Oktober 2020 October 1, 2020	<ul style="list-style-type: none"> <li>Penunjukan KAP dan/atau AP Tahun Buku 2022</li> <li>RKAP Dewan Komisaris Tahun Buku 2021</li> <li>Program Kerja Dewan Komisaris dan Komite Penunjang</li> <li>Appointment of KAP and/or AP for the 2022 Financial Year</li> <li>RKAP of the Board of Commissioners for Fiscal Year 2021</li> <li>Work Program for the Board of Commissioners and Supporting Committees</li> </ul>
14.	14 Oktober 2020 October 14, 2020	Audit Internal Internal Audit
15.	27 Oktober 2020 October 27, 2020	<ul style="list-style-type: none"> <li>Laporan Kinerja Bulanan</li> <li>Pengurus Perusahaan</li> <li>Monthly Performance Report</li> <li>Management of the Company</li> </ul>
16.	5 November 2020 November 5, 2020	Pengurus Perusahaan Management of the Company
17.	23 November 2020 November 23, 2020	<ul style="list-style-type: none"> <li>Laporan Kinerja Bulanan</li> <li>Pengembangan Usaha dan Investasi</li> <li>Monthly Performance Report</li> <li>Business Development and Investment</li> </ul>

## RAPAT DIREKSI

Sesuai dengan ketentuan pada Anggaran Dasar Perseroan dan Board Manual, Direksi wajib mengadakan rapat internal paling kurang 1 (satu) kali dalam setiap bulan. Rapat dilakukan untuk membicarakan mengenai hal-hal strategis atau operasional. Strategis artinya adalah hal-hal yang diputuskan dengan memerlukan diterbitkannya surat keputusan Direksi atau memo Direksi yang berdampak pada semua unit kerja. Sedangkan operasional, artinya hal-hal yang berkenaan dengan tindak lanjut yang diperlukan untuk pelaksanaan keputusan strategis.

Materi rapat disiapkan oleh Sekretaris Perusahaan dan disampaikan paling lambat lima hari sebelum rapat diselenggarakan. Materi rapat disampaikan bersamaan dengan penyampaian undangan rapat.

Semua keputusan dalam rapat Direksi diambil dengan musyawarah untuk mufakat. Apabila tidak tercapai musyawarah mufakat, maka keputusan diambil dengan pemutuan suara berdasarkan suara setuju paling sedikit ½ (satu per dua) dari jumlah suara yang dikeluarkan dalam rapat.

Di sepanjang tahun 2020, Direksi melaksanakan rapat sebanyak 68 kali. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekapitulasi tingkat kehadiran Direksi dalam rapat-rapat tersebut.

## THE BOARD OF DIRECTORS MEETING

In accordance with the provisions in the Company's Articles of Association and the Board Manual, the Board of Directors is required to hold an internal meeting at least 1 (one) time each month. Meetings are held to discuss strategic or operational matters. Strategic means are matters that are decided by requiring the issuance of a Directors' decision letter or Directors' memo which affects all work units. While operational, it means matters relating to the follow-up needed for the implementation of strategic decisions.

Meeting materials are prepared by the Corporate Secretary and submitted no later than five days before the meeting is held. Material for the meeting will be conveyed together with the meeting invitation.

All decisions in the Directors' meeting are taken by deliberation to reach consensus. If no consensus is reached, then a decision is made by voting based on agreed votes of at least ½ (one-half) of the total votes cast at the meeting.

Throughout 2020, the Board of Directors held meetings 68. Following is the agenda and minutes of meetings, attendance, and recapitulation of the level of attendance of the Directors at these meetings.

### Risalah dan Kehadiran Rapat Direksi Minutes and Attendance of the Board of Directors Meeting

Tanggal Rapat Meeting Date	Tempat Place	Agenda Rapat Meeting Agenda
7 Januari 2020 January 7, 2020	Graha Elnusa	Pembahasan Struktur Organisasi oleh Divisi Human Capital Submission of Organizational Structure for Human Capital Division
15 Januari 2020 January 15, 2020	Graha Elnusa	<ul style="list-style-type: none"> <li>Paparan Proyek oleh Business Development &amp; Risk Management</li> <li>Persetujuan Materi Rapat Komisaris</li> <li>Project presentation by Business Development &amp; Risk Management</li> <li>Approval for the Board of Commissioners' meeting material</li> </ul>

**Risalah dan Kehadiran Rapat Direksi**  
Minutes and Attendance of the Board of Directors Meeting

Tanggal Rapat Meeting Date	Tempat Place	Agenda Rapat Meeting Agenda
21 Januari 2020 January 21, 2020	Graha Elnusa	<ul style="list-style-type: none"> <li>• Persetujuan Investasi</li> <li>• Talent Mapping oleh Human Capital</li> <li>• Investment Approval</li> <li>• Talent Mapping by Human Capital</li> </ul>
5 Februari 2020 February 5, 2020	Graha Elnusa	<ul style="list-style-type: none"> <li>• Persetujuan Pre-Feasibility Study project oleh Divisi Business Development &amp; SPCM</li> <li>• Updated Status Hukum : Sewa Lahan PT Patraindo oleh VP of PMGA (Pjs.), Head of Legal &amp; Compliance, VP of HSSE</li> <li>• Human Capital Issue oleh Divisi Human Capital</li> <li>• Approval for Pre-Feasibility Study project by Business Development division &amp; SPCM</li> <li>• Updated of Legal cases : Land Lease of PT Patraindo by VP of PMGA (Temporary Officials), Head of Legal &amp; Compliance, VP of HSSE</li> <li>• Human Capital issue by Human Capital Division</li> </ul>
11 Februari 2020 February 11, 2020	Graha Elnusa	<ul style="list-style-type: none"> <li>• Progress Report Warehouse</li> <li>• Program Fit to Work - GoLive oleh Divisi Human Capital dan HSSE</li> <li>• Perubahan Prosedur SCM</li> <li>• Progress Report Warehouse</li> <li>• Fit to Work - GoLive program by VP of HC, VP of HSSE</li> <li>• Changes to the SCM Procedure</li> </ul>
18 Februari 2020 February 18, 2020	Graha Elnusa	<ul style="list-style-type: none"> <li>• Pembahasan Rencana RUPS Tahunan Perseroan</li> <li>• Pembahasan Perpajakan</li> <li>• Updated Progress Investasi</li> <li>• Discussion on the Company Annual GMS preparation</li> <li>• Discussion on Taxes</li> <li>• Updated of Investment Progress</li> </ul>
25 Februari 2020 February 25, 2020	Graha Elnusa	<ul style="list-style-type: none"> <li>• Review of Strategic Initiative</li> <li>• Rencana Penerapan ISO 37001 SMAP</li> <li>• Proposal Struktur Organisasi oleh Divisi Human Capital</li> <li>• Review of Strategic Initiative</li> <li>• Preparation for ISO 37001 SMAP implementation</li> <li>• Organizational Structure proposal by Human Capital Division</li> </ul>
3 Maret 2020 March 3, 2020	Graha Elnusa	<ul style="list-style-type: none"> <li>• Progress Business Development</li> <li>• Proposal Reward &amp; Consequences HSSE</li> <li>• Proposal Struktur Organisasi Divisi Human Capital</li> <li>• Business Development Progress</li> <li>• Reward &amp; Consequences HSSE proposal</li> <li>• Organizational Structure Proposal by Human Capital Division</li> </ul>

**Risalah dan Kehadiran Rapat Direksi**  
 Minutes and Attendance of the Board of Directors Meeting

Tanggal Rapat Meeting Date	Tempat Place	Agenda Rapat Meeting Agenda
10 Maret 2020 March 10, 2020	Graha Elnusa	<ul style="list-style-type: none"> <li>• Prospek Bisnis Hulu Migas</li> <li>• Proposal Investasi</li> <li>• Proposal Project of Business Development</li> <li>• Upstream oil and gas business progress</li> <li>• Investment Proposal</li> <li>• Business Development project proposal</li> </ul>
16 Maret 2020 March 16, 2020	Graha Elnusa	<ul style="list-style-type: none"> <li>• Protokol Covid-19</li> <li>• Covid-19 Protocol</li> </ul>
17 Maret 2020 March 17, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Pembahasan terkait Pengadaan Jasa</li> <li>• Rencana Investasi</li> <li>• Discussion on services procurement</li> <li>• Investment planning</li> </ul>
19 Maret 2020 March 19, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Rencana Investasi</li> <li>• Progress Project</li> <li>• Investment Planning</li> <li>• Progress Project</li> </ul>
26 Maret 2020 March 26, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Rencana Investasi</li> <li>• Mekanisme Persetujuan Dokumen Internal pada Masa Penanganan Covid-19 (WFH)</li> <li>• Investment Planning</li> <li>• Internal Document Approval Mechanism during the Covid-19 Handling Period (WFH)</li> </ul>
31 Maret 2020 March 31, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Rencana Investasi</li> <li>• Investment Planning</li> </ul>
7 April 2020 April 7, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Business Development Update</li> <li>• Aplikasi &amp; Legalitas Tanda Tangan secara Digital</li> <li>• Human Capital Issue</li> <li>• Business Development Update</li> <li>• Application &amp; Legality of Digital Signatures</li> <li>• Human Capital Issue</li> </ul>
14 April 2020 April 14, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Pembahasan Sewa Lahan Elnusa</li> <li>• Human Capital Issue</li> <li>• Marketing 2020-Update</li> <li>• Discussion on Elnusa's land lease</li> <li>• Human Capital issue</li> <li>• Marketing 2020 update</li> </ul>

**Risalah dan Kehadiran Rapat Direksi**  
Minutes and Attendance of the Board of Directors Meeting

Tanggal Rapat Meeting Date	Tempat Place	Agenda Rapat Meeting Agenda
21 April 2020 April 21, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Persetujuan Materi Rapat Komisaris Q1 - 2020</li> <li>• Progress Strategic Initiative</li> <li>• Informasi Persiapan RUPS Tahunan</li> <li>• Progress Report Business Development</li> <li>• Approval for the Board of Commissioners meeting material in Q1 - 2020</li> <li>• Strategic Initiative progress</li> <li>• Information of Annual GMS preparation</li> <li>• Business Development progress report</li> </ul>
28 April 2020 April 28, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Business Development Update</li> <li>• Business Development Update</li> </ul>
5 Mei 2020 May 5, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Business Development Update Rencana Investasi</li> <li>• Persetujuan Dokumen terkait ISO 37001</li> <li>• Human Capital Issue</li> <li>• Business Development update on investment planning</li> <li>• Approval for ISO 37001 document</li> <li>• Human Capital Issue</li> </ul>
12 Mei 2020 May 12, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Pembahasan Sewa Lahan Elnusa</li> <li>• Pembahasan Strategi Bisnis Upstream</li> <li>• Discussion on Elnusa's land lease</li> <li>• Discussion on Upstream business strategy</li> </ul>
19 Mei 2020 May 19, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Proposal Antisipasi New Normal</li> <li>• Update Perkembangan Warehouse</li> <li>• Persetujuan Dokumen terkait ISO 37001:2016 SMAP</li> <li>• New normal anticipation proposal</li> <li>• Warehouse development update</li> <li>• Approval for ISO 37001:2016 SMAP document</li> </ul>
22 Mei 2020 May 22, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Persetujuan Investasi</li> <li>• Pembahasan RKAP 2020</li> <li>• Investment Approval</li> <li>• 2020 RKAP Discussion</li> </ul>

**Risalah dan Kehadiran Rapat Direksi**  
 Minutes and Attendance of the Board of Directors Meeting

Tanggal Rapat Meeting Date	Tempat Place	Agenda Rapat Meeting Agenda
2 Juni 2020 June 2, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Penyampaian Proposal e-route &amp; e-signature</li> <li>• Penyampaian Program e-Catalog</li> <li>• Proposal Revisi RKAP 2020</li> <li>• Updating Proses Penyusunan ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP)</li> <li>• Proposal Protokol WFO</li> <li>• Updated Bisnis Keagenan</li> <li>• Presenting e-route &amp; e-signature proposal</li> <li>• Presenting e-Catalog program</li> <li>• 2020 Budget Plan revision proposal</li> <li>• Updating preparation process of ISO 37001:2016 Anti Bribery Management System (SMAP)</li> <li>• WFO protocol proposal</li> <li>• Updated on agencies business</li> </ul>
9 Juni 2020 June 9, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Penyampaian Proposal e-route &amp; e-signature</li> <li>• Penyampaian Program e-Catalog</li> <li>• Proposal Revisi RKAP 2020</li> <li>• Presenting e-route &amp; e-signature proposal</li> <li>• Presenting e-Catalog program</li> <li>• 2020 Budget Plan revision proposal</li> </ul>
16 Juni 2020 June 16, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Pembahasan Pending Matters Hasil Rapat Komisaris Gabungan</li> <li>• Mekanisme dan Tata Waktu RUPS Tahunan Anak Perusahaan Elnusa</li> <li>• Pembahasan Aset Anak Perusahaan Elnusa</li> <li>• Discussion on pending matters as a result of the Board of Commissioners joint meeting</li> <li>• Elnusa's subsidiaries Annual GMS mechanism and time management</li> <li>• Discussion on Elnusa's Subsidiaries assets</li> </ul>
22 Juni 2020 June 22, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Pembahasan Program Pengendalian Biaya</li> <li>• Discussion on Cost Efficiency program</li> </ul>
30 Juni 2020 June 30, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Dry Run Revisi RKAP 2020</li> <li>• Update dan Materi RUPST 2020</li> <li>• Dry run on 2020 Budget Plan revision</li> <li>• 2020 Annual GMS update and material</li> </ul>

**Risalah dan Kehadiran Rapat Direksi**

Minutes and Attendance of the Board of Directors Meeting

Tanggal Rapat Meeting Date	Tempat Place	Agenda Rapat Meeting Agenda
7 Juli 2020 July 7, 2020	Graha Elnusa	<ul style="list-style-type: none"> <li>Investasi Oil Fields Services oleh VP of Asset Reliability &amp; Productivity bersama VP of SPCM (dihadiri oleh VP of Oil Field Services)</li> <li>Persiapan RUPS T oleh Corporate Secretary</li> <li>Laporan Hasil Audit oleh Chief of Internal Audit</li> <li>Proposal Insentif atas Kinerja 2019 (untuk Karyawan dan Direksi Anak Perusahaan) oleh VP of Human Capital</li> <li>Investment in Oil Fields Services by VP of Asset Reliability &amp; Productivity with VP of SPCM (attended by VP of Oil Field Services)</li> <li>Preparation for GMS T by the Corporate Secretary</li> <li>Audit Report by the Chief of Internal Audit</li> <li>Proposal for 2019 Performance Incentives (for Employees and Board of Directors of Subsidiaries) by the VP of Human Capital</li> </ul>
14 Juli 2020 July 14, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Update hasil RUPS T 8 Juli 2020</li> <li>Pemaparan Rekomendasi Hasil Audit Internal</li> <li>Update on AGMS resolution on July 8, 2020</li> <li>Reporting recommendation of Internal Audit result</li> </ul>
15 Juli 2020 July 15, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Pemaparan Hasil Kinerja Divisi Operasi &amp; Anak Perusahaan Presentation of the Operations &amp; Subsidiary Division's Performance Results</li> </ul>
20 Juli 2020 July 20, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Sosialisasi penggunaan e-Route sebagai pengganti sistem sirkulasi dokumen secara manual</li> <li>Socialization of the use of e-Route as a substitute for a manual document circulation system</li> </ul>
21 Juli 2020 July 21, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Dry Run Rapat Komisaris Gabungan Juli 2020</li> <li>Persiapan Prosesi Idul Qurban 1441H</li> <li>Dry Run Joint Commissioner Meeting July 2020</li> <li>Preparation for Eid al-Qurban 1441H Procession</li> </ul>
28 Juli 2020 July 28, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Updated Covid-19: Budget &amp; New Protocol</li> <li>Updated Strategic Initiative</li> <li>Human Capital Issue</li> <li>Updated Covid-19: Budget &amp; New Protocol</li> <li>Updated Strategic Initiative</li> <li>Human Capital Issue</li> </ul>

**Risalah dan Kehadiran Rapat Direksi**  
 Minutes and Attendance of the Board of Directors Meeting

Tanggal Rapat Meeting Date	Tempat Place	Agenda Rapat Meeting Agenda
4 Agustus 2020 August 4, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Update Strategic Initiative: E-quanta</li> <li>Pembahasan RKAP 2021 dan RJPP oleh VP of SPCM</li> <li>Laporan Tim FUKAPEG oleh Ketua FUKAPEG</li> <li>Update Strategic Initiative: E-quanta</li> <li>Discussion of the 2021 RKAP and RJPP</li> <li>FUKAPEG Team Report by the Chairman of FUKAPEG</li> </ul>
10 Agustus 2020 August 10, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Retreat Pembahasan RJPP</li> <li>RJPP Retreat</li> </ul>
11 Agustus 2020 August 11, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Retreat Pembahasan RJPP</li> <li>RJPP Retreat</li> </ul>
12 Agustus 2020 August 12, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Retreat Pembahasan RJPP</li> <li>RJPP Retreat</li> </ul>
13 Agustus 2020 August 13, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Retreat Pembahasan RJPP</li> <li>RJPP Retreat</li> </ul>
17 Agustus 2020 August 17, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Dry Run Materi Presentasi kepada Pertamina</li> <li>Dry Run Presentation Material to Pertamina</li> </ul>
19 Agustus 2020 August 19, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Updated Progress SIPPT</li> <li>Program HSSE untuk Anak Perusahaan Elnusa</li> <li>Updated SIPPT progress</li> <li>HSSE program for Elnusa's Subsidiaries</li> </ul>
25 Agustus 2020 August 25, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Penjelasan sistem SCM Online</li> <li>Perubahan Prosedur WBS</li> <li>Update Penanganan Covid-19</li> <li>SCM Online system explanation</li> <li>Changes in WBS procedure</li> <li>Update on Covid-19 handling</li> </ul>
27 Agustus 2020 August 27, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Tindak Lanjut Hasil Presentasi kepada Pertamina</li> <li>Follow up of Presentation Results to Pertamina</li> </ul>
31 Agustus 2020 August 31, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Proses Report Project</li> <li>Project Report Process</li> </ul>
1 September 2020 September 1, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Updated Proposal Project</li> <li>Progress Report Strategic Initiative Digitalisasi</li> <li>Updated Proposal Project</li> <li>Progress Report Strategic Initiative Digitalisasi</li> </ul>
2 September 2020 September 2, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Proposal Biaya Penanganan Covid-19</li> <li>Proposal for Covid-19 Handling Costs</li> </ul>
8 September 2020 September 8, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Update Persiapan Acara HUT ke-51 Elnusa</li> <li>Update Elnusa's 51st Anniversary Briefing</li> </ul>
10 September 2020 September 10, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Business Development Update</li> <li>Update Project Project</li> <li>Business Development Update</li> <li>Update Project Project</li> </ul>



**Risalah dan Kehadiran Rapat Direksi**

Minutes and Attendance of the Board of Directors Meeting

Tanggal Rapat Meeting Date	Tempat Place	Agenda Rapat Meeting Agenda
15 September 2020 September 15, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Progress Project ICT Patrajasa oleh VP of Marketing (bersama VP of Business Development, VP of SPCM, SM of Information System dan Direktur PT SCU/PND)</li> <li>Updated FS Marunda oleh SM of PMGA</li> <li>Progress Report : Project ARIES oleh VP of SPCM</li> <li>Progress Project ICT Patrajasa by VP of Marketing (together with VP of Business Development, VP of SPCM, SM of Information System and Director of PT SCU/PND)</li> <li>Updated FS Marunda by SM of PMGA</li> <li>Progress Report: Project ARIES by VP of SPCM</li> </ul>
16 September 2020 September 16, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Dry Run Materi Rapat Komisaris</li> <li>Dry Run Material Borad of Commissioner Meeting</li> </ul>
29 September 2020 September 29, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Update Progress Hasil Audit</li> <li>Proposal Perubahan Protokol &amp; Laporan Penanganan Covid-19</li> <li>Proposal Investasi</li> <li>Audit result progress update</li> <li>Proposal of changes in Covid-19 Protocol &amp; Handling report</li> <li>Investment proposal</li> </ul>
6 Oktober 2020 October 6, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Human Capital Update</li> <li>Business Development Update</li> <li>Human Capital Update</li> <li>Business Development Update</li> </ul>
7 Oktober 2020 October 7, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Proposal Task Force Follow Up Audit</li> <li>Proposal Investasi Jobber Tembilahan</li> <li>Proposal Task Force Follow Up Audit</li> <li>Jobber Tembilahan Investment Proposal</li> </ul>
19 Oktober 2020 October 19, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Update Report Hasil Audit WBS</li> <li>Update on WBS Audit result</li> </ul>
20 Oktober 2020 October 20, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Dry Run Rapat Komisaris September 2020</li> <li>Updated Progress - RKAP 2021</li> <li>Dry run of the Board of Commissioner meeting in September 2020</li> <li>Updated 2020 Budget Plan progress</li> </ul>
23 Oktober 2020 October 23, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Evaluasi Cost of Revenue Proyek</li> <li>Evaluation on Project cost of revenue</li> </ul>
26 Oktober 2020 October 26, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Update Report Hasil Audit</li> <li>Report Update of Audit result</li> </ul>
27 Oktober 2020 October 27, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Report Strategic Initiative Digitalisasi : Revenue Management</li> <li>Proposal Investasi</li> <li>Digitalization Strategic Initiative Report : Revenue Management</li> <li>Investment proposal</li> </ul>

**Risalah dan Kehadiran Rapat Direksi**  
 Minutes and Attendance of the Board of Directors Meeting

Tanggal Rapat Meeting Date	Tempat Place	Agenda Rapat Meeting Agenda
2 November 2020 November 2, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Human Capital Issue</li> <li>Rencana Investasi</li> <li>Progress Report Strategic Inisiatif Digitalisasi (revenue management, eroute dan CRM)</li> <li>Human Capital issue</li> <li>Investment Planning</li> <li>Digitalization Strategic Initiative Report (revenue management, e-route, and CRM)</li> </ul>
11 November 2020 November 11, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Human Capital Issue</li> <li>Report Proposal Tender</li> <li>Human Capital Issue</li> <li>Tender Proposal Report</li> </ul>
18 November 2020 November 18, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Report Kronologi Konsorsium Elnusa</li> <li>Pembahasan RKAP 2021 (final)</li> <li>Pembahasan Human Capital Anak Perusahaan</li> <li>Rencana Investasi</li> <li>Report of Elnusa's Consortium Chronology</li> <li>Discussion on 2021 Budget Plan (Final)</li> <li>Dicussion on Subsidiaries' Human Capital</li> <li>Investment Planning</li> </ul>
19 November 2020 November 19, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Human Capital Issue</li> <li>Human Capital Issue</li> </ul>
23 November 2020 November 23, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Updated Progress Fabrikasi Pertashop</li> <li>Dry Run Materi untuk Rapat Komisaris</li> <li>Progress Report SI Revenue Management</li> <li>Progress updated of Pertashop fabrication</li> <li>Dry run on the Board of Commissioners material</li> <li>Progress Report of SI Revenue Management</li> </ul>
3 Desember 2020 December 3, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Laporan Perkembangan Covid-19</li> <li>Pemaparan Lesson Learnt Proyek</li> <li>Covid-19 Progress Report</li> <li>Presentation of Lesson Learnt for the Betung Project</li> </ul>
7 Desember 2020 December 7, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Pemaparan Lesson Learned</li> <li>Proposal Investasi</li> <li>Presentation of Lesson Learned</li> <li>Investment proposal</li> </ul>
8 Desember 2020 December 8, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Progress Report SI Petrochemical</li> <li>SI Petrochemical Progress Report</li> </ul>
15 Desember 2020 December 15, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>Proposal Investasi</li> <li>Proposal Persetujuan project Business Development</li> <li>Investment proposal</li> <li>Proposal of Business Development project approval</li> </ul>

**Risalah dan Kehadiran Rapat Direksi**

Minutes and Attendance of the Board of Directors Meeting

Tanggal Rapat Meeting Date	Tempat Place	Agenda Rapat Meeting Agenda
22 Desember 2020 December 22, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Proposal Insurance Renewal 2021</li> <li>• Proposal Perubahan AD Anak Perusahaan</li> <li>• Proposal Tim CIP ke Forum APQA</li> <li>• Proposal Perubahan Code of Conduct</li> <li>• Proposal of 2021 Insurance Renewal</li> <li>• Proposal of changes in Subsidiaries' Article of Association</li> <li>• Proposal of CIP team to APQA Forum</li> <li>• Proposal of changes in Code of Conduct</li> </ul>
29 Desember 2020 December 29, 2020	Online (Daring)	<ul style="list-style-type: none"> <li>• Updated SIPPT Graha Elnusa</li> <li>• Business Development Update</li> <li>• Laporan Pengelolaan Fukapeg</li> <li>• Graha Elnusa SIPPT update</li> <li>• Business Development Update</li> <li>• Fukapeg management report</li> </ul>

Rekapitulasi kehadiran Direksi pada Rapat Direksi dapat dilihat di bawah ini:

The recapitulation of attendance of the Board of Directors at the Board of Directors Meeting can be seen below:

**Rekapitulasi Kehadiran Direksi pada Rapat Direksi**

Recapitulation of the Board of Directors' Attendance at the Board of Directors' Internal Meeting

Direksi Board of Directors	Jumlah Wajib Rapat Total of Meeting Requirements	Jumlah Kehadiran Total of Attendance	Absen Absent	% Kehadiran % Attendance
Ali Mundakir	40	34	6	85%
Hery Setiawan	68	66	2	97%
Tenny Elfrida	40	40	0	100%
Arief Riyanto	68	65	3	96%
RM Happy Paringhadi	28	25	3	89%
Elizar Parlindungan Hasibuan	28	26	2	93%
<b>Rata-Rata</b> Average			<b>85%</b>	

### **RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI**

Sesuai dengan Anggaran Dasar Perseroan, Rapat Gabungan Dewan Komisaris dan Direksi diadakan secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan seperti membahas kinerja Perusahaan, isu-isu strategis korporasi dan corporate action yang perlu diketahui Dewan Komisaris untuk ditindaklanjuti segera.

Rapat Dewan Komisaris 2020 telah diagendakan sebelum tahun berjalan yang dituangkan di dalam program kerja Dewan Komisaris tahun 2020, di mana Rapat Dewan Komisaris yang mengundang Direksi akan dilaksanakan 1 (satu) kali dalam sebulan. Pada tahun 2020, Rapat Dewan Komisaris yang mengundang Direksi telah dilakukan sebanyak 16 (enam belas) kali dengan rincian kehadiran dan agenda untuk masing-masing rapat di bawah ini:

### **JOINT MEETING OF THE BOARD OF COMMISSIONERS AND DIRECTORS**

In accordance with the Company's Articles of Association, Joint Board of Commissioners and Board of Directors Meetings are held periodically at least 1 (one) time in 4 (four) months, such as discussing the Company's performance, corporate strategic issues and corporate actions that the Board of Commissioners needs to know for immediate action.

The 2020 Board of Commissioners Meeting was scheduled before the current year as outlined in the 2020 Board of Commissioners work program, where the Board of Commissioners Meeting inviting the Board of Directors will be held 1 (once) a month. In 2020, Meetings of the Board of Commissioners which invited the Board of Directors have been held 16 (sixteen) times with details of attendance and agenda for each meeting below:

## Kehadiran Dewan Komisaris dan Direksi dalam Rapat Dewan Komisaris yang Mengundang Direksi di Tahun 2020

## Attendance of the Board of Commissioners and Directors at the Board of Commissioners Meeting Inviting the Board of Directors in 2020

Nama Name	Jabatan Position	24-Jan	06-Feb	24-Feb	17-Mar	24-Mar	23-Apr	20-May	05-Jun	24-Jun	27-Jul	26-Aug	21-Sep	08-Oct	27-Oct	26-Nov	23-Dec	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Kehadiran Attendance Percentage
Agus Prabowo 1)	Komisaris Utama President Commissioner	-	-	-	-	-	-	-	-	V	V	V	V	V	V	V	V	7	7	100%
Narendra Widjanto 2)	Komisaris Utama President Commissioner	V	V	V	V	V	V	V	V	-	-	-	-	-	-	-	-	9	9	100%
Lusiaga Levi Susila	Komisaris Independen Independent Commissioner	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	16	16	100%
Anis Baridwan	Komisaris Independen Independent Commissioner	V	-	V	V	V	-	V	V	V	V	V	V	V	V	V	V	16	14	88%
Antonius Ratdomopurbo	Komisaris Commissioner	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	16	16	100%
Eman Salman Arief 2)	Komisaris Commissioner	V	-	-	V	V	V	V	V	-	-	-	-	-	-	-	-	9	7	78%
Rata-rata kehadiran Dewan Komisaris Average attendance of the Board of Commissioners																				94%
Ali Mundakir 1)	Direktur Utama President Director	-	-	-	-	-	-	-	-	-	V	V	V	V	V	V	-	7	6	86%
Elizar P. Hasibuan 1)	Direktur Utama President Director	V	V	V	V	V	V	V	V	V	-	-	-	-	-	-	-	9	9	100%
Hery Setiawan	Direktur Keuangan Director of Finance	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	V	16	16	100%
Arief Riyanto	Direktur Pengembangan Usaha merangkap Direktur Operasi Director of Business Development concurrently Director of Operations	V	V	V	V	V	V	-	V	V	V	V	V	V	V	-	V	16	14	88%
Tenny Elfrida 2)	Direktur SDM & Umum Director of HR & General	-	-	-	-	-	-	-	-	-	V	V	V	V	V	V	V	7	7	100%
RM. Happy Paringhadi 2)	Direktur SDM & Umum Director of HR & General	V	V	V	V	V	V	V	V	V	-	-	-	-	-	-	-	9	9	100%
Rata-rata kehadiran Direksi Average attendance of the Board of Directors																				96%
Rata-rata kehadiran Dewan Komisaris dan Direksi Average attendance of the Board of Commissioners and Board of Directors																				95%

1) Efektif sejak tanggal 8 Juli 2020

2) Tidak menjabat sejak tanggal 8 Juli 2020

1) Effective from 8 July 2020

2) Not Serving since July 8, 2020

**Agenda Rapat Dewan Komisaris yang Mengundang Direksi di Tahun 2020**
**Agenda Rapat Dewan Komisaris yang Mengundang Direksi di Tahun 2020**

No.	Tanggal Rapat Meeting Date	Agenda Rapat Meeting agenda
1.	24 Januari 2020 January 24, 2020	Laporan kinerja bulanan Monthly performance report
2.	6 Februari 2020 February 6, 2020	Rencana penerbitan sukuk Sukuk issuance plan
3.	24 Februari 2020 February 24, 2020	Laporan kinerja bulanan Monthly performance report
4.	17 Maret 2020 March 17, 2020	Protokol pencegahan penyebaran Covid-19 Protocol to prevent the spread of Covid-19
5.	24 Maret 2020 March 24, 2020	Laporan kinerja bulanan Pengembangan usaha dan investasi Monthly performance report Business development and investment
6.	23 April 2020 April 23, 2020	Laporan kinerja bulanan Update simulasi bisnis Monthly performance report Business simulation updates
7.	20 Mei 2020 May 20, 2020	Laporan kinerja bulanan Monthly performance report
8.	5 Juni 2020 June 5, 2020	Rencana RUPS Tahunan Tahun Buku 2019 Plans for the 2019 Annual GMS
9.	24 Juni 2020 June 24, 2020	Laporan kinerja bulanan Revisi RKAP Tahun 2020 Monthly performance report Revised RKAP for 2020
10.	27 Juli 2020 July 27, 2020	Laporan Kinerja Bulanan Pengembangan usaha dan investasi Monthly Performance Report Business development and investment
11.	26 Agustus 2020 August 26, 2020	Laporan Kinerja Bulanan Dryrun Rapat Dewan Komisaris Pertamina Monthly Performance Report Dryrun Pertamina Board of Commissioners Meeting
12.	21 September 2020 September 21, 2020	Laporan kinerja bulanan Laporan penggunaan sukuk Pengembangan usaha dan investasi Monthly performance report Report on the use of sukuk Business development and investment
13.	8 Oktober 2020 October 8, 2020	Pengembangan usaha dan investasi Laporan kinerja bulanan Business development and investment Monthly performance report
14.	27 Oktober 2020 October 27, 2020	Laporan Kinerja Bulanan Monthly Performance Report
15.	26 November 2020 November 26, 2020	Laporan Kinerja Bulanan Monthly Performance Report
16.	23 November 2020 November 23, 2020	Laporan Kinerja Bulanan Pengembangan Usaha dan Investasi Monthly Performance Report Business Development and Investment

## KEPUTUSAN DAN TINDAK LANJUT RAPAT

Seluruh keputusan hasil Rapat Direksi, Rapat Dewan Komisaris dan Rapat Gabungan Dewan Komisaris dan Direksi tertuang dalam notulen rapat yang ditandatangani oleh Direksi dan/atau Dewan Komisaris. Sekretaris Dewan Komisaris ditugaskan untuk memonitor pelaksanaan keputusan dan rekomendasi Dewan Komisaris, sedangkan Sekretaris Perusahaan ditugaskan untuk memonitor pelaksanaan dan rekomendasi Direksi. Hal yang perlu ditindaklanjuti harus dilaporkan kembali dalam rapat selanjutnya.

## RENCANA RAPAT DIREKSI DAN DEWAN KOMISARIS TAHUN BUKU 2021

Dalam Anggaran Dasar Perseroan telah diatur ketentuan mengenai pelaksanaan Rapat Dewan Komisaris dan Rapat Direksi, yakni bahwa Rapat Dewan Komisaris dilaksanakan minimal sekali setiap 2 (dua) bulan, Rapat Dewan Komisaris mengundang Direksi dilaksanakan minimal sekali setiap 4 (empat) bulan, serta Rapat Direksi dilaksanakan minimal sekali setiap 1 (satu) bulan.

Untuk lebih meningkatkan koordinasi dan pengambilan keputusan yang lebih efektif, maka untuk tahun 2021, sesuai Program Kerja Dewan Komisaris, Rapat Internal Dewan Komisaris dan Rapat Dewan Komisaris yang mengundang Direksi akan dilaksanakan minimal sekali dalam 1 (satu) bulan. Penyelenggaraan rapat Dewan Komisaris tersebut direncanakan dilakukan setiap minggu ke-3 pada bulan berjalan dengan agenda rapat di antaranya membahas tentang Laporan Bulanan Kinerja dan tindak lanjut atas arahan dan/atau keputusan Dewan Komisaris dan/atau tindak lanjut yang dilaksanakan oleh Direksi serta hal-hal lain yang dianggap perlu sesuai tugas dan fungsi pengawasan Dewan Komisaris.

Untuk Rapat Direksi di tahun 2021 direncanakan dilaksanakan sekali setiap minggu selama tahun buku berjalan. Agenda rapat di antaranya membahas tentang laporan masing-masing Direktorat, penetapan kebijakan strategis Perusahaan, kinerja operasional, strategi perusahaan serta hal-hal lain yang dianggap perlu sesuai tugas dan fungsi Direksi.

## DECISIONS AND FOLLOW-UP MEETINGS

All decisions of the results of the Board of Directors' Meetings, Board of Commissioners Meetings and Joint Meetings of the Board of Commissioners and Directors are contained in minutes of the meeting signed by the Directors and/or the Board of Commissioners. The Secretary of the Board of Commissioners is assigned to monitor the implementation of the decisions and recommendations of the Board of Commissioners, while the Corporate Secretary is assigned to monitor the implementation and recommendations of the Board of Directors. Matters that need to be followed up must be reported in the next meeting.

## PLANS FOR DIRECTORS AND BOARD OF COMMISSIONERS MEETINGS FOR FISCAL YEAR 2020

In the Articles of Association of the Company, provisions regarding the implementation of Board of Commissioners and Board of Directors Meetings, namely that Board of Commissioners Meetings are held at least once every 2 (two) months, Board of Commissioners Meetings invite Directors to be held at least once every 4 (four) months, and Board of Directors Meetings are held at least once every 1 (one) month.

To further improve coordination and more effective decision making, for 2021, according to the Work Program of the Board of Commissioners, the Internal Meeting of the Board of Commissioners and the Meeting of the Board of Commissioners which invites the Directors will be held at least once in 1 (one) month. The Board of Commissioners meeting is planned to be held every 3rd week in the current month with the agenda of the meeting including discussing the Monthly Performance Report and follow-up on directives and/or decisions of the Board of Commissioners and/or follow-up carried out by the Board of Directors as well as other matters that deemed necessary according to the duties and functions of the Board of Commissioners' supervision.

The 2021 Board of Directors Meeting is planned to be held once a week during the current fiscal year. The agenda of the meeting included discussing the reports of each Directorate, determining the Company's strategic policies, operational performance, corporate strategy and other matters deemed necessary according to the duties and functions of the Directors.

## PENGUNGKAPAN HUBUNGAN AFILIASI ANTARA DIREKSI, DEWAN KOMISARIS, DAN PEMEGANG SAHAM UTAMA DAN/ATAU PENGENDALI

### PEMEGANG SAHAM UTAMA, PEMEGANG SAHAM PENGENDALI, HINGGA NAMA PEMILIK AKHIR

Pemegang Saham Utama/Pengendali Perseroan adalah PT Pertamina (Persero) dengan kepemilikan sebesar 41,1%. Pertamina adalah perusahaan energi nasional yang 100% kepemilikan sahamnya dimiliki oleh Pemerintah Republik Indonesia, melalui Kementerian Negara Badan Usaha Milik Negara (BUMN) selaku Kuasa Pemegang Saham. Dengan demikian, entitas induk tertinggi, atau *ultimate parent entity* Perseroan adalah Pemerintah Republik Indonesia, karena merupakan pemegang saham utama/pengendali dari Pertamina selaku pemegang saham utama/pengendali Perseroan.

### Pengungkapan Hubungan Afiliasi Antara Direksi, Dewan Komisaris, dan Pemegang Saham Utama/Pengendali

Pemegang Saham Pengendali, Dewan Komisaris dan Direksi saling menghormati pelaksanaan tugas, tanggung jawab, dan wewenang masing-masing sesuai peraturan perundang-undangan dan Anggaran Dasar. Dewan Komisaris dan Direksi Perseroan memiliki pedoman dan tata tertib kerja yang mencantumkan antara lain tanggung jawab, kewajiban, wewenang, dan hak masing-masing.

Sesuai dengan Anggaran Dasar Perseroan dan Pedoman Kerja Dewan Komisaris dan Direksi (*Board Manual*) setiap anggota Dewan Komisaris dan Direksi dilarang untuk memiliki hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping atau hubungan semenda (menantu atau ipar) dengan Anggota Dewan Komisaris dan/atau Direktur lainnya.

Setiap anggota Dewan Komisaris dan Direksi yang baru menjabat juga diwajibkan untuk membuat surat pernyataan terkait dengan pemenuhan persyaratan yang wajib dipenuhi oleh setiap anggota Dewan Komisaris dan Direksi, di mana di antaranya

## DISCLOSURE OF AFFILIATED RELATIONSHIP BETWEEN DIRECTORS, BOARD OF COMMISSIONERS, AND MAJOR AND/OR CONTROLLING SHAREHOLDERS

### MAJOR SHAREHOLDERS, CONTROLLING SHAREHOLDERS, UNTIL THE NAME OF THE FINAL OWNER

The Company's main/controlling shareholder is PT Pertamina (Persero) with an ownership interest of 41.1%. Pertamina is a national energy company whose shares are 100% owned by the Government of the Republic of Indonesia, through the State Ministry of State-Owned Enterprises (BUMN) as the Shareholders' Authority. Therefore, the highest parent entity, or the ultimate parent entity of the Company, is the Government of the Republic of Indonesia, because it is the main/controlling shareholder of Pertamina as the main/controlling shareholder of the Company.

### Disclosure of Affiliate Relationship between Board of Directors, Board of Commissioners, and Major/Controlling Shareholders

The Controlling Shareholders, the Board of Commissioners and the Board of Directors respect each other in carrying out their respective duties, responsibilities and authorities in accordance with the laws and regulations and the Articles of Association. The Board of Commissioners and Board of Directors of the Company have work guidelines and procedures which include, among others, their respective responsibilities, obligations, authorities and rights.

In accordance with the Articles of Association of the Company and the Board of Commissioners and Board of Directors' Work Guidelines, each member of the Board of Commissioners and Board of Directors is prohibited from having family relations up to the third degree, either in a straight line or sideways or in a marital relationship (child-in-law or in-laws) with Other members of the Board of Commissioners and/or Board of Directors.

Every new member of the Board of Commissioners and Board of Directors is also required to make a statement relating to the fulfillment of the requirements that must be fulfilled by each member of the Board of Commissioners and the Board of Directors, which among others is to state the status of affiliation, and management relationships in other



adalah menyatakan status hubungan afiliasi, dan hubungan kepengurusan di perusahaan lain. Hal ini untuk memastikan tidak adanya rangkap jabatan yang dapat menimbulkan benturan kepentingan secara langsung atau tidak langsung dengan Perseroan atau yang bertentangan dengan ketentuan peraturan perundang-undangan yang berlaku dan Anggaran Dasar Perseroan.

companies. This is to ensure there are no concurrent positions that can lead to a conflict of interest directly or indirectly with the Company or that are in conflict with the provisions of the applicable laws and regulations and the Company's Articles of Association.

Nama dan Jabatan Name and Position	Hubungan Keluarga dengan Family Relationship with			Hubungan Keuangan dengan Financial Relationship with		
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	PT Pertamina (Persero) selaku Pemegang Saham Utama/ Pengendali Perseroan PT Pertamina (Persero) as the Major Shareholder/ Controller of the Company	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	PT Pertamina (Persero) selaku Pemegang Saham Utama/ Pengendali Perseroan PT Pertamina (Persero) as the Major Shareholder/Controller of the Company
<b>Dewan Komisaris</b> Board of Commissioners						
Agus Prabowo	x	x	x	x	x	v
Lusiaga Levi Susila	x	x	x	x	x	x
Anis Baridwan	x	x	x	x	x	x
Antonius Ratdomopurbo	x	x	x	x	x	v
<b>Direksi</b> Board of Directors						
Ali Mundakir	x	x	x	x	x	x
Hery Setiawan	x	x	x	x	x	x
Tenny Elfrida	x	x	x	x	x	x
Arief Riyanto	x	x	x	x	x	x

v = terdapat adanya hubungan/has affiliation | x = tidak terdapat adanya hubungan /has no affiliation

## PENGUNGKAPAN RANGKAP JABATAN DEWAN KOMISARIS DAN DIREKSI

Berikut disampaikan transparansi rangkap jabatan yang dimiliki Dewan Komisaris dan Direksi Perseroan pada perusahaan lain dalam periode tahun 2020:

## DISCLOSURE OF CONCURRENT POSITION OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Following are the transparency of concurrent positions held by the Company's Board of Commissioners and Directors in other companies in the 2020 period:

Nama dan Jabatan Name and Position	Kepengurusan pada Perusahaan/Institusi Lain Management in Other Companies/Institutions		
	Sebagai Anggota Dewan Komisaris As a Member of Board of Commissioners	Sebagai Anggota Direksi As a Member of Board of Directors	Jabatan Lainnya Other Position
<b>Dewan Komisaris</b> Board of Commissioners			
Agus Prabowo	v	x	v
Lusiaga Levi Susila	x	x	x
Anis Baridwan	v	x	v

Nama dan Jabatan Name and Position	Kepengurusan pada Perusahaan/Institusi Lain Management in Other Companies/Institutions		
	Sebagai Anggota Dewan Komisaris As a Member of Board of Commissioners	Sebagai Anggota Direksi As a Member of Board of Directors	Jabatan Lainnya Other Position
Antonius Ratdomopurbo	x	x	v
<b>Direksi</b> Board of Directors			
Ali Mundakir	x	x	x
Hery Setiawan	v	x	x
Tenny Elfrida	v	x	x
Arief Riyanto	v	x	x

v = ada | x = tidak ada

v : hold a position | x : does not hold a position

Penjelasan terkait kepengurusan pada Perusahaan/  
Institusi Lain, adalah sebagai berikut:

Explanations related to management at other  
companies/institutions are as follows:

Nama Name	Jabatan pada Perusahaan/Instansi Lain Position in Other Companies/Institutions
<b>Dewan Komisaris</b> Board of Commissioners	
Agus Prabowo	<ul style="list-style-type: none"> <li>• Komisaris PT Surabaya Industrial Estate Rungkut (2020-sekarang)</li> <li>• Staf Khusus Menteri PUPR Bidang Pengadaan (2019-sekarang)</li> <li>• Senior Management Advisor for Environment, United Nations Development Programme (2019 - sekarang)</li> <li>• Commissioner of PT Surabaya Industrial Estate Rungkut (2020-present)</li> <li>• Special Staff of the Minister of PUPR for Procurement (2019-present)</li> <li>• Senior Management Advisor for Environment, United Nations Development Program (2019 - present)</li> </ul>
Anis Baridwan	<ul style="list-style-type: none"> <li>• Dosen Magister Management Universitas Gadjah Mada (2002-sekarang)</li> <li>• Komite Audit PT Kustodian Sentral Efek Indonesia (2015-sekarang)</li> <li>• Komisaris Independen PT Nikko Sekuritas Indonesia (2018-sekarang)</li> <li>• Lecturer in Management at Gadjah Mada University (2002-present)</li> <li>• Audit Committee of the Indonesian Central Securities Depository (2015-present)</li> <li>• Independent Commissioner of PT Nikko Sekuritas Indonesia (2018-present)</li> </ul>
Antonius Ratdomopurbo	Sekretaris Badan Geologi, Kementerian ESDM (2017-sekarang) Secretary of the Geology Agency, Ministry of Energy and Mineral Resources (2017-present)
<b>Direksi</b> Board of Directors	
Hery Setiawan	<ul style="list-style-type: none"> <li>• Komisaris PT Elnusa Petrofin *)</li> <li>• Komisaris PT Elnusa Geosains *)</li> <li>• Commissioner at PT Elnusa Petrofin *)</li> <li>• Commissioner at PT Elnusa Geosains *)</li> </ul>
Tenny Elfrida	<ul style="list-style-type: none"> <li>• Komisaris PT Sigma Cipta Utama *)</li> <li>• Commissioner at PT Sigma Cipta Utama *)</li> </ul>
Arief Riyanto	<ul style="list-style-type: none"> <li>• Komisaris Utama PT Elnusa Trans Samudera *)</li> <li>• Komisaris PT Elnusa Fabrikasi Konstruksi *)</li> <li>• Komisaris PT Elnusa Oilfield Services *)</li> <li>• President Commissioner at PT Elnusa Trans Samudera *)</li> <li>• Commissioner at PT Elnusa Fabrikasi Konstruksi *)</li> <li>• Commissioner at PT Elnusa Oilfield Services *)</li> </ul>

\*) Entitas Anak Perseroan dan bukan Perusahaan Publik

\*) The Company Subsidiary and not the Public Company

## INDEPEDENSI SERTA PENGUNGKAPAN KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI

Kepemilikan saham anggota Dewan Komisaris dan Direksi pada Perseroan dan perusahaan lainnya senantiasa diungkapkan secara berkala melalui daftar kepemilikan saham anggota Dewan Komisaris dan Direksi. Setiap anggota Dewan Komisaris dan Direksi wajib membuat pernyataan mengenai status independensinya agar anggota Dewan Komisaris dan Direksi dapat bertindak sebaik-baiknya demi kepentingan Perseroan secara keseluruhan. Selain itu Anggota Dewan Komisaris dan Direksi juga berkewajiban untuk mengisi Daftar Khusus yang memuat informasi mengenai kepemilikan sahamnya dan/atau keluarganya di Perseroan maupun di perusahaan lain. Surat Pernyataan dan Daftar Khusus tersebut disimpan dan diadministrasikan oleh *Corporate Secretary*.

Jika terjadi perubahan status yang dapat mempengaruhi independensinya termasuk apabila terdapat perubahan kepemilikan saham baik pribadi dan/atau keluarganya pada Perseroan dan/atau perusahaan lain, anggota Dewan Komisaris dan Direksi wajib untuk melaporkannya kepada Perseroan.

Berikut disampaikan transparansi kepemilikan saham Perseroan oleh Dewan Komisaris dan Direksi, dan kepemilikan saham perusahaan lain di atas 5% oleh Dewan Komisaris dan Direksi Perseroan yang dapat menimbulkan potensi benturan kepentingan dalam pengambilan keputusan.

## DISCLOSURE OF INDEPENDENCE AND SHARE OWNERSHIP OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Share ownership of members of the Board of Commissioners and Board of Directors in the Company and other companies is regularly disclosed through the list of share ownership of the members of the Board of Commissioners and Board of Directors. Each member of the Board of Commissioners and Board of Directors must make a statement regarding their independence status so that members of the Board of Commissioners and Board of Directors can act in the best interests of the Company as a whole. In addition, members of the Board of Commissioners and Board of Directors are also obliged to fill out a Special Register that contains information regarding ownership of their shares and/or their families in the Company or in other companies. The Statement and Special Register are kept and administered by the *Corporate Secretary*.

If there is a change in status that can affect its independence including if there is a change in ownership of shares both personal and/or his family in the Company and/or other companies, members of the Board of Commissioners and Board of Directors must report it to the Company.

Following this is the transparency of the Company's share ownership by the Board of Commissioners and Board of Directors, and ownership of other companies above 5% by the Board of Commissioners and Board of Directors of the Company which could lead to potential conflicts of interest in decision making.

### Kepemilikan Saham Dewan Komisaris dan Direksi

Share ownership of Board of Commissioners and Board of Directors

Nama dan Jabatan Name and Position	Kepemilikan Saham Share Ownership	
	Elnusa (Kode Saham: ELSA) Elnusa (Share Code: ELSA)	Perusahaan Lain > 5% Other Companies >5%
Dewan Komisaris Board of Commissioners		
Agus Prabowo	Nihil Nil	Nihil Nil
Lusiaga Levi Susila	Nihil Nil	Nihil Nil
Anis Baridwan	Nihil Nil	Nihil Nil
Antonius Ratdomopurbo	Nihil Nil	Nihil Nil

**Kepemilikan Saham Dewan Komisaris dan Direksi**  
 Share ownership of Board of Commissioners and Board of Directors

Nama dan Jabatan Name and Position	Kepemilikan Saham Share Ownership	
	Elnusa (Kode Saham: ELSA) Elnusa (Share Code: ELSA)	Perusahaan Lain > 5% Other Companies >5%
<b>Direksi</b> Board of Directors		
Ali Mundakir	Nihil Nil	Nihil Nil
Hery Setiawan	Nihil Nil	Nihil Nil
Tenny Elfrida	Nihil Nil	Nihil Nil
Arief Riyanto	Nihil Nil	Nihil Nil

**Pernyataan Kepemilikan Saham Pribadi dan Keluarga**  
 Disclosure of Private and Family Share Ownership

Nama dan Jabatan Name and Position	Pribadi pada Perseroan Private in the Company		Keluarga pada Perseroan Family in the Company		Pribadi pada Perusahaan Lain Private in Other Companies		Keluarga pada Perusahaan Lain Family in Other Companies	
	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
<b>Dewan Komisaris</b> Board of Commissioners								
Agus Prabowo	-	x	-	x	-	x	-	x
Lusiaga Levi Susila	-	x	-	x	-	x	-	x
Anis Baridwan	-	x	-	x	-	x	-	x
Antonius Ratdompurbo	-	x	-	x	-	x	-	x
<b>Direksi</b> Board of Directors								
Ali Mundakir	-	x	-	x	-	x	-	x
Hery Setiawan	-	x	-	x	v	-	-	x
Tenny Elfrida	-	x	-	x	-	x	-	x
Arief Riyanto	-	x	-	x	-	x	-	x

**KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI**

ELNUSA meyakini bahwa keragaman keahlian, pengalaman, dan latar belakang pendidikan sangat diperlukan untuk efektivitas tugas pengawasan Dewan Komisaris dan pengurusan Perusahaan oleh Direksi dengan tidak mengenal perbedaan gender. Dewan Komisaris dan Direksi ELNUSA yang ditunjuk berdasarkan Keputusan Rapat Umum Pemegang Saham memiliki komposisi yang cukup beragam,

**DIVERSITY IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS**

Elnusa believes that the diversity in expertise, experience, and educational background are needed to the effectiveness of the supervisory duties by the Board of Commissioners and the Company's management by the Board of Directors regardless their gender. The Board of Commissioners and the Board of Directors of Elnusa appointed based on General Meeting of Shareholders resolution has a fairly

baik berdasarkan usia, latar belakang pendidikan, keahlian serta pengalaman yang dibutuhkan dalam pelaksanaan tugas dan tanggung jawabnya.

Perusahaan berupaya untuk menjaga bauran keahlian dan pengalaman anggota Dewan Komisaris dan Direksi yang mencakup di antaranya bidang supply chain management, keuangan, hukum, tata kelola, sumber daya manusia, perminyakan, komunikasi maupun energy. Identifikasi keahlian Dewan Komisaris dan Direksi dilakukan berdasarkan latar belakang pendidikan, pengalaman kerja serta pelatihan yang pernah diikuti. ELNUSA juga berkomitmen untuk meningkatkan kompetensi Dewan Komisaris dan Direksi, baik melalui training, workshop serta kegiatan lainnya yang relevan bagi peningkatan kompetensi Dewan Komisaris dan Direksi.

diverse composition, both based on age, educational background, expertises, and experiences required to carried out their duties and responsibilities.

The Company strives to maintain a mix of expertise and experience of the members of the Board of Commissioners and Board of Directors, which includes supply chain management, finance, law, governance, human resources, oil, communications and energy. The identification of the expertise of the Board of Commissioners and the Board of Directors is carried out based on educational background, work experience and training that has been attended. ELNUSA is also committed to improving the competence of the Board of Commissioners and Board of Directors , through training, workshops and other activities relevant to improving the competence of the Board of Commissioners and Board of Directors .

Nama Name	Jenis Kelamin Gender	Usia per 31 Desember 2020 Age as of December 31, 2020	Tingkat Pendidikan Terakhir Last Education Level			Keahlian Expertise					
			S1	S2	S3	Manajemen/ Keuangan Management/ Finance	Hukum Law	Perminyakan Sumber Daya Manusia Petroleum Human Resources	Supply Chain Management	Komunikasi Communication	Energi Energy
<b>Dewan Komisaris</b> Board of Commissioners											
Agus Prabowo	Pria Male	62			V				V	V	V
Lusiaga Levi Susila	Pria Male	64	V					V V			V
Anis Baridwan	Pria Male	65		V		V	V				
Antonius Ratdompurbo	Pria Male	59			V	V		V			V
<b>Direksi</b> Board of Directors											
Ali Mundakir	Pria Male	51		V							V
Hery Setiawan	Pria Male	53		V		V					
Arief Riyanto	Pria Male	58	V					V			
Tenny Elfrida	Wanita Female	41	V			V		V			

## ORGAN PENDUKUNG DEWAN KOMISARIS

### SUPPORTING ORGANS OF THE BOARD OF COMMISSIONERS

Untuk mendukung fungsi pengawasan, Dewan Komisaris mempunyai 3 (tiga) Komite Penunjang Dewan Komisaris, yakni Komite Audit, Komite Nominasi dan Remunerasi dan Komite Pemantau Risiko serta didukung oleh fungsi Sekretaris Dewan Komisaris. Setiap Komite Penunjang Dewan Komisaris diketuai oleh anggota Dewan Komisaris dan tugas serta tanggung jawab masing-masing Komite tercantum dalam masing-masing pedoman kerja (charter). Adapun dasar hukum pembentukan organ penunjang Dewan Komisaris mengacu pada:

1. Peraturan Menteri Negara BUMN nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik;
2. Peraturan Menteri Negara BUMN Nomor PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara;
3. Surat Edaran Otoritas Jasa Keuangan Nomor 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka;
4. Peraturan Otoritas Jasa Keuangan nomor 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit;
5. Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik;

Dalam setiap Rapat Komite Penunjang Dewan Komisaris, setiap anggota diberi kebebasan seluas-luasnya untuk menyampaikan pendapat profesionalnya. Keputusan rapat diambil berdasarkan musyawarah untuk mufakat. Segala sesuatu yang dibicarakan dan diputuskan dalam rapat termasuk pendapat yang berbeda (dissenting opinions), dituangkan dalam Risalah Rapat yang ditandatangani oleh seluruh anggota Komite yang hadir dan diketahui oleh Ketua, sebagai bukti yang sah atas keputusan yang diambil dalam rapat.

Seluruh Organ Pendukung Dewan Komisaris wajib membuat laporan pada Dewan Komisaris atas setiap penugasan yang diterima disertai dengan rekomendasi jika diperlukan. Laporan tersebut ditandatangani oleh Ketua dan anggota Komite.

To support its supervisory function, the Board of Commissioners has 3 (three) Supporting Committees for the Board of Commissioners, namely the Audit Committee, the Nomination and Remuneration Committee and the Risk Monitoring Committee and supported by the function of the Secretary of the Board of Commissioners. Each Board of Commissioners Supporting Committee is chaired by a member of the Board of Commissioners and the duties and responsibilities of each Committee are listed in each work guideline (charter). The legal basis for the formation of the supporting organs for the Board of Commissioners refers to:

1. Regulation of the Minister of State for SOE number PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance;
2. Regulation of the State Minister for SOE Number PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Supervisory Board for State-Owned Enterprises;
3. Financial Services Authority Circular Letter Number 32/SEOJK.04/2015 concerning Governance Guidelines for Public Companies;
4. Financial Services Authority Regulation number 55/POJK.04/2015 concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee;
5. Financial Services Authority Regulation Number 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies;

In every meeting of the Supporting Committee of the Board of Commissioners, each member is given the widest possible freedom to express his professional opinion. Meeting decisions are made based on deliberation to reach consensus. Everything that is discussed and decided in the meeting, including dissenting opinions, is stated in the Minutes of Meeting which are signed by all members of the Committee who are present and acknowledged by the Chairperson, as valid evidence of the decisions made in the meeting.

All Supporting Organs of the Board of Commissioners are required to make a report to the Board of Commissioners on each received assignment accompanied by recommendations if necessary. The report was signed by the Chairman and members of the Committee.

## KOMITE AUDIT

ELNUSA membentuk Komite Audit dengan tujuan untuk membantu Dewan Komisaris dalam melaksanakan fungsi pengawasan, memastikan perusahaan dikelola dengan manajemen yang sehat sesuai dengan prinsip-prinsip GCG, memberikan nasihat dalam pelaksanaan pengendalian internal dan audit perusahaan, membuat laporan secara tertulis atas setiap penugasan yang diberikan oleh Dewan Komisaris, serta membuat laporan pelaksanaan kegiatan Komite Audit dan tingkat pencapaian kinerjanya untuk diungkapkan dalam Laporan Tahunan Perusahaan.

### Kualifikasi Menjadi Anggota Komite Audit

Anggota Komite Audit Perseroan harus memenuhi persyaratan sebagai berikut:

1. Wajib memiliki integritas yang tinggi, kemampuan, pengetahuan, pengalaman sesuai dengan bidang pekerjaannya, serta mampu berkomunikasi dengan baik.
2. Wajib memahami laporan keuangan, bisnis perusahaan khususnya yang terkait dengan layanan jasa atau kegiatan usaha Perusahaan, proses audit, manajemen risiko, dan peraturan perundang-undangan di bidang Pasar Modal serta peraturan perundang-undangan terkait lainnya.
3. Wajib mematuhi kode etik Komite Audit yang ditetapkan oleh Perusahaan.
4. Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan.
5. Wajib memiliki paling kurang satu anggota yang berlatar belakang pendidikan dan keahlian di bidang akuntansi dan/atau keuangan.
6. Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa *assurance*, jasa *non-assurance*, jasa penilai dan/atau jasa konsultasi lain kepada Perusahaan dalam waktu 6 (enam) bulan terakhir.
7. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perusahaan dalam waktu 6 (enam) bulan terakhir kecuali Komisaris Independen.
8. Tidak mempunyai saham langsung maupun tidak langsung pada Perusahaan.
9. Dalam hal anggota Komite Audit memperoleh saham Perusahaan baik langsung maupun tidak langsung akibat suatu peristiwa hukum, maka

## AUDIT COMMITTEE

ELNUSA formed an Audit Committee with the aim of assisting the Board of Commissioners in carrying out its supervisory function, ensuring the company is managed with good management in accordance with the principles of GCG, providing advice on the implementation of internal control and corporate audits, making written reports on every assignment given by the Board Commissioners, and preparing reports on the implementation of the Audit Committee's activities and the level of achievement of their performance to be disclosed in the Company's Annual Report.

### Qualifications to be a Member of the Audit Committee

Members of the Company's Audit Committee must meet the following requirements:

1. Must have high integrity, ability, knowledge, experience in accordance with the field of work, and be able to communicate well.
2. Must understand financial reports, the company's business, especially those related to the services or business activities of the Company, the audit process, risk management, and laws and regulations in the Capital Market sector and other related laws and regulations.
3. Must comply with the Audit Committee code of conduct established by the Company.
4. Willing to improve competence continuously through education and training.
5. Must have at least one member with educational background and expertise in accounting and/or finance.
6. Not a person in a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or any other party providing assurance, non-assurance, appraisal and/or other consulting services to the Company within the last 6 (six) months.
7. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for an Independent Commissioner.
8. Do not have direct or indirect shares in the Company.
9. In the event that a member of the Audit Committee acquires the Company's shares, either directly or indirectly as a result of a legal

saham tersebut wajib dialihkan kepada pihak lain dalam jangka waktu paling lama 6 (enam) bulan setelah diperolehnya saham tersebut.

10. Tidak mempunyai hubungan Afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Perusahaan.
11. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan.

### Masa Jabatan

Masa kerja anggota komite Audit paling lama 3 (tiga) tahun, tetapi tidak lebih lama dari masa kerja Dewan komisaris yang sedang menjabat dengan tidak mengurangi hak Dewan komisaris untuk memberhentikan anggota komite Audit sewaktu-waktu. Anggota komite Audit yang berakhir masa jabatannya dapat diangkat kembali hanya untuk 1 (satu) kali masa jabatan berikutnya.

### Keanggotaan Komite Audit

Sesuai Peraturan Otoritas Jasa Keuangan Nomor 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit dijelaskan bahwa Komite Audit terdiri paling sedikit 3 (tiga) orang anggota yang berasal dari Komisaris Independen dan Pihak dari luar Perusahaan Publik yang diangkat dan diberhentikan oleh Dewan Komisaris. Ketua Komite Audit harus diketuai oleh Komisaris Independen. Dengan demikian, mayoritas anggota Komite Audit merupakan pihak Independen. Susunan Komite Audit ELNUSA per 31 Desember 2020 adalah sebagai berikut:

event, the shares must be transferred to another party within a maximum period of 6 (six) months after the shares were acquired.

10. Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or the Company's Major Shareholders.
11. Does not have a business relationship, either directly or indirectly, related to the Company's business activities.

### Length of Service

The working period of the members of the Audit committee is no longer than 3 (three) years, but not longer than the tenure of the current Board of Commissioners without prejudice to the Board of Commissioners' right to dismiss the Audit committee members at any time. Audit committee members whose term of office has ended can be reappointed only for the next 1 (one) term.

### Audit Committee Membership

In accordance with the Financial Services Authority Regulation Number 55/POJK.04/2015 concerning the Establishment and Guidelines for the Implementation of the Audit Committee's Work, it is explained that the Audit Committee consists of at least 3 (three) members who come from Independent Commissioners and Parties from outside the Public Company who are appointed and terminated by Board of Commissioners. The Chairman of the Audit Committee must be chaired by an Independent Commissioner. Thus, the majority of members of the Audit Committee are independent parties. The composition of the ELNUSA Audit Committee per December 31, 2020 are as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis	Masa Jabatan Term of Office	Periode Jabatan Position Period
Anis Baridwan	Ketua Komite / Komisaris Independen Head of Committee/ Independent Commissioner	SK Dewan Komisaris No. 001 Tahun 2019 Letter of Board of Commissioners No. 001 Year 2019	2019-2022	Ke-1
Adil Nusyirwan <sup>1)</sup>	Anggota Member	SK Dewan Komisaris No. 001 Tahun 2020 Letter of Board of Commissioners No. 001 Year 2020	2020-2023	Ke-1
Serena Karlita Ferdinandus <sup>2)</sup>	Anggota Member	SK Dewan Komisaris No. 001 Tahun 2020 Letter of Board of Commissioners No. 001 Year 2020	2020-2023	Ke-1
Reynold M. Batubara <sup>2)</sup>	Anggota Member	SK Dewan Komisaris No. 006 Tahun 2016 Letter of Board of Commissioners No. 006 Year 2016	2016-2020	Ke-2



Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis	Masa Jabatan Term of Office	Periode Jabatan Position Period
Eddy Rachmad <sup>1)2)</sup>	Anggota Member	SK Dewan Komisaris No. 006 Tahun 2016 Letter of Board of Commissioners No. 006 Year 2016	2016-2020	Ke-2

<sup>1)</sup> Efektif sejak Februari 2020 / Effective since February 2020

<sup>2)</sup> Tidak efektif sejak Februari 2020 / Ineffective since February 2020

## Profil Anggota Komite Audit yang Bukan Komisaris

### Profile of Audit Committee Members who are not Commissioners

#### Adil Nusyirwan

Anggota  
Member

Periode Jabatan/Term of Office:  
2020-2023 Periode 1/1st Period



#### Data Pribadi

Warga negara Indonesia  
Usia 63 tahun  
Kelahiran Jakarta, 31/01/1957

#### Domisili

Jakarta Selatan, Provinsi DKI Jakarta, Indonesia

#### Pendidikan

- Sarjana Akuntansi, Jurusan Akuntansi, Universitas Sumatera Utara (1982)
- Master Akuntansi, University of Illinois at Urbana Champaign, Amerika Serikat (1994)

#### Pengalaman Kerja

Mengawali karir di PT Perkebunan VIII dan bergabung dengan Pertamina sejak 1987 dengan menduduki berbagai macam posisi jabatan antara lain Direktur Keuangan & Administrasi di PT Elnusa Harapan (2003-2005) dan di PT Patra Niaga (2005-2009) serta sebagai Direktur Keuangan di PT Patra Jasa (2009-2013).

#### Personal Data

Indonesian citizens  
63 years old  
Born in Jakarta, 31/01/1957

#### Domicile

South Jakarta, DKI Jakarta Province, Indonesia

#### Education

- Bachelor of Accounting, Department of Accounting, University of North Sumatera (1982)
- Master of Accounting, University of Illinois at Urbana Champaign, USA (1994)

#### Work Experience

He began his career at PT Perkebunan VIII and joined Pertamina since 1987 by holding various positions including Director of Finance & Administration at PT Elnusa Harapan (2003-2005) and at PT Patra Niaga (2005-2009) and as Finance Director at PT Patra Jasa (2009-2013).



### **Serena Karlita Ferdinandus**

Anggota  
Member

Periode Jabatan/Term of Office:  
2020-2023 Periode 1/1st Period

#### **Data Pribadi**

Warga negara Indonesia  
Usia 60 tahun  
Kelahiran Surabaya, 29/02/1960

#### **Domisili**

Tangerang Selatan, Provinsi Banten, Indonesia

#### **Pendidikan**

Sarjana Akuntansi, Jurusan Akuntansi, Universitas Indonesia (1986)

#### **Pengalaman Kerja**

Beliau saat ini menduduki beberapa posisi jabatan antara lain Ketua Komite Pengawasan Risiko PT CIMB Niaga Auto Finance (2020-sekarang), Komisaris Independen dan Ketua Komite Audit PT CIMB Niaga Auto Finance (2012-sekarang) dan Chief Audit Executive PT Ithaca Resources (2009-sekarang). Sebelumnya beliau pernah menduduki posisi sebagai Anggota Komite Tata Kelola Terintegrasi PT CIMB Niaga Tbk (2020), Anggota Komite Audit PT Blue Bird Tbk (2014-2020), Komisaris PT Anpa International (2012-2018), Anggota Komite Audit PT Chandra Asri Petrochemical Tbk (2009-2015) dan PT Barito Pacific Tbk (2009-2013), Senior Vice President of Investment Banking Division PT NC Securities (2002-2009), Vice President Investment Banking Division dan Direct Investment Division PT Danareksa (Persero) dan PT Danareksa Finance (1996 – 2001) dan pernah menjabat sebagai Manager Audit Division di Ernst & Young, Sarwoko & Sandjaja di Indonesia (1986 – 1995) dan Ernst & Young, Dallas.

#### **Personal data**

Indonesian citizens  
60 years old  
Born in Surabaya, 29/02/1960

#### **Domicile**

South Tangerang, Banten Province, Indonesia

#### **Education**

Bachelor of Accounting, Department of Accounting, University of Indonesia (1986)

#### **Work Experience**

She is currently chaired several position among others, Head of Risk Controlling Committee of PT CIMB Niaga Auto Finance (2020-present), Independent Commissioner and Head of Audit Committee of PT CIMB Niaga Auto Finance (2012-present), and Chief Audit Executive of PT Ithaca Resources (2009-present). Previously she has been chaired a member of Integrated Governance Committee of PT CIMB Niaga Tbk (2020), member of Audit Committee of PT Blue Bird Tbk (2014-2020), Commissioner of PT Anpa International (2012-2018), member of Audit Committee of PT Chandra Asri Petrochemical Tbk (2009-2015) and PT Barito Pacific Tbk (2009-2013), Senior Vice President of Investment Banking Division of PT NC Securities (2002-2009), Vice President Investment Banking Division and Direct Investment Division of PT Danareksa (Persero) and PT Danareksa Finance (1996-2001), and has been chaired as Manager Audit Division of Ernst & Young, Sarwoko & Sandjaja in Indonesia (1986-1995) and Ernst & Young Dallas.

### **Independensi Komite Audit**

Untuk dapat menjaga independensi setiap anggota Komite, masing-masing anggota Komite Penunjang Dewan Komisaris setiap tahunnya memberikan pernyataan independensi. Pernyataan Independensi Komite Audit ELNUSA disusun berdasarkan Peraturan Otoritas Jasa Keuangan Nomor 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit Pasal 7 terkait Persyaratan dan Keanggotaan dan Masa Tugas Komite Audit serta Charter Komite Audit.

### **Independence of the Audit Committee**

To be able to maintain the independence of each member of the Committee, each member of the Supporting Committee of the Board of Commissioners annually provides a statement of independence. The ELNUSA Audit Committee Independence Statement was prepared based on the Financial Services Authority Regulation Number 55/POJK.04/2015 concerning the Establishment and Guidelines for Audit Committee Work Implementation Article 7 regarding Requirements and Membership and Term of Service of the Audit Committee and the Audit Committee Charter.

Aspek Independensi Independency Aspects	Anis Baridwan	Adil Nusyirwan <sup>1)</sup>	Serena Karlita Ferdinandus <sup>1)</sup>	Reynold M. Batubara <sup>2)</sup>	Eddy Rachmadi <sup>2)</sup>
Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa assurance, jasa non-assurance, jasa penilai dan/ atau jasa konsultasi lain kepada Perusahaan dalam waktu 6 (enam) bulan terakhir. Not a person in a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or any other party providing assurance, non-assurance services, appraisal services and/or other consulting services to the Company within the last 6 (six) months.	√	√	√	√	√
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perusahaan dalam waktu 6 (enam) bulan terakhir kecuali Komisaris Independen. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for an Independent Commissioner.	√	√	√	√	√
Tidak mempunyai saham langsung maupun tidak langsung pada Perusahaan. Do not have direct or indirect shares in the Company.	√	√	√	√	√
Tidak mempunyai hubungan Afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Perusahaan. Has no affiliation relationship with members of the Board of Commissioners, members of the Board of Directors, or Major Shareholders of the Company.	√	√	√	√	√
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan. Does not have a business relationship, either directly or indirectly, related to the Company's business activities.	√	√	√	√	√
<sup>1)</sup> Efektif sejak Februari 2020				<sup>1)</sup> Effective February 2020	
<sup>2)</sup> Tidak efektif sejak Februari 2020				<sup>2)</sup> Ineffective since February 2020	

### Pedoman Kerja Komite Audit

Agar Komite Audit dapat berperan secara efisien dan efektif, maka disusun Pedoman Kerja Komite Audit yang dimutakhirkan dan disahkan terakhir oleh Dewan Komisaris pada tanggal 22 Juli 2019 serta telah dipublikasikan di situs ELNUSA. Pedoman Kerja tersebut mencakup struktur keanggotaan, persyaratan keanggotaan termasuk persyaratan kompetensi dan independensi, tugas, tanggung jawab dan wewenang, serta rapat, pelaporan dan anggaran.

### Audit Committee Work Guidelines

In order for the Audit Committee to play an efficient and effective role, the Audit Committee Work Guidelines were updated and endorsed by the Board of Commissioners on July 22, 2019 and have been published on the ELNUSA website. The Work Guidelines cover membership structure, membership requirements including competency and independence requirements, duties, responsibilities and authorities, and meetings, reporting and budget.

### Kode Etik Komite Audit

Setiap anggota Komite Audit berkomitmen memberikan kemampuan terbaiknya dan mematuhi kode etik yang berlaku, dengan mengutamakan integritas, independensi, objektivitas, kejujuran, dan komitmen terhadap prinsip-prinsip GCG.

### Tugas dan Tanggung Jawab Komite Audit

Komite Audit bertugas dan bertanggung jawab memberikan pendapat profesional dan independen kepada Dewan Komisaris atas laporan atau hal-hal yang disampaikan oleh Direksi, dan melaksanakan tugas-tugas lain yang berkaitan dengan tugas Dewan Komisaris. Untuk melaksanakan tanggung jawabnya, Komite Audit harus mengetahui ruang lingkup pekerjaannya yang meliputi:

1. Menelaah informasi keuangan yang akan dikeluarkan Perusahaan kepada publik dan/atau pihak otoritas;
2. Memberikan rekomendasi kepada Dewan Komisaris atas usulan Kantor Akuntan Publik serta melakukan pengawasan pekerjaan Akuntan Publik, termasuk mengusulkan pemutusan hubungan kerja dengan KAP kepada Dewan Komisaris jika terdapat indikasi kuat bahwa independensi auditor dapat terganggu atau terbukti bahwa auditor tidak melakukan pemeriksaan sesuai dengan standar pemeriksaan akuntan publik;
3. Mengevaluasi efektivitas pelaksanaan tugas pokok dan fungsi dari Internal Auditor;
4. Menelaah desain dan pelaksanaan kebijakan serta prosedur untuk memastikan efektivitas pengendalian internal untuk menghindari kesalahan penyajian Laporan Keuangan, penyalahgunaan aktiva serta mencegah terjadinya perbuatan lainnya yang melanggar peraturan perundang-undangan;
5. Memantau untuk memastikan bahwa pengendalian internal atas kegiatan operasional Perusahaan dijalankan sesuai peraturan perundang-undangan yang berlaku;
6. Berkoordinasi dengan Komite Pemantau Risiko dalam hal pemantauan risiko dan mitigasinya, terutama dalam penyusunan Laporan Keuangan;
7. Pelaksanaan Tugas Khusus sesuai perintah tertulis dari Dewan Komisaris.

Atas setiap penugasan yang diberikan, Komite Audit wajib membuat laporan kepada Dewan Komisaris, disertai dengan rekomendasi jika diperlukan. Laporan tersebut ditandatangani oleh Ketua dan anggota Komite.

### Audit Committee of Code of Conduct

Each member of the Audit Committee is committed to providing their best ability and complying with the applicable code of conduct, by prioritizing integrity, independence, objectivity, honesty, and commitment to the principles of GCG.

### Duties and Responsibilities of the Audit Committee

The Audit Committee has the duty and responsibility of providing professional and independent opinions to the Board of Commissioners on reports or matters submitted by the Board of Directors, and for carrying out other tasks related to the duties of the Board of Commissioners. To carry out its responsibilities, the Audit Committee must know the scope of its work which includes:

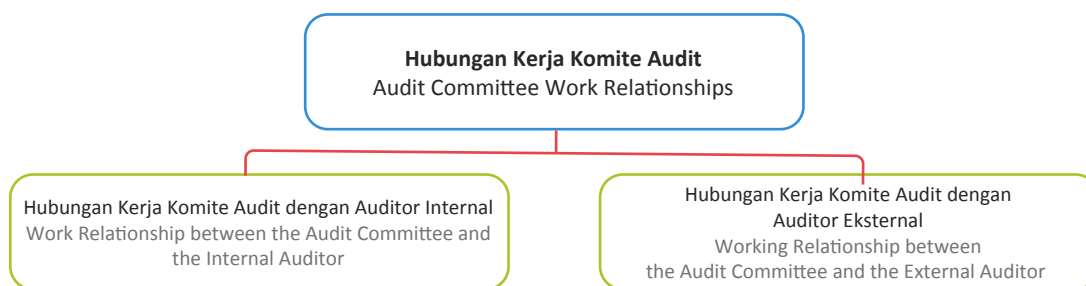
1. Reviewing financial information that will be issued by the Company to the public and/or authorities;
2. Providing recommendations to the Board of Commissioners on proposals from the Public Accounting Firm and supervising the work of the Public Accountant, including proposing termination of employment with KAP to the Board of Commissioners if there is a strong indication that the auditor's independence could be impaired or it is proven that the auditor did not conduct an audit in accordance with the accountant's audit standards. public;
3. Evaluating the effectiveness of the implementation of the main duties and functions of the Internal Auditor;
4. Reviewing the design and implementation of policies and procedures to ensure the effectiveness of internal control to avoid misstatement of Financial Statements, misuse of assets and prevent other acts that violate statutory regulations;
5. Monitor to ensure that internal control over the Company's operational activities is carried out in accordance with the prevailing laws and regulations;
6. Coordinate with the Risk Monitoring Committee in terms of risk monitoring and mitigation, particularly in the preparation of Financial Statements;
7. Implementation of Special Tasks according to a written order from the Board of Commissioners.

For each given assignment, the Audit Committee is required to make a report to the Board of Commissioners, accompanied by recommendations if necessary. The report was signed by the Chairman and members of the Committee.

### Pembagian Tugas dan Tanggung Jawab dalam Keanggotaan Komite Audit

Anggota Komite Audit terdiri dari 3 (tiga) orang yang berlatar belakang pendidikan akuntansi dan manajemen serta mempunyai pengalaman kerja yang beragam. Sifat pekerjaan Komite Audit adalah kolektif kolegial. Dengan demikian, pelaksanaan tugas Komite Audit dapat dilakukan secara bersama-sama sesuai dengan latar belakang pendidikan dan kompetensi yang dimiliki dari masing-masing anggota Komite Audit.

### Hubungan Kerja Komite Audit



Hubungan kerja Komite Audit dengan Auditor Internal adalah sebagai berikut:

1. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan Auditor Internal.
2. Mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan Auditor Internal.
3. Melakukan komunikasi secara langsung dengan pihak yang menjalankan fungsi audit internal.
4. Mengadakan rapat secara berkala dan insidental dengan Auditor Internal.

Hubungan kerja Komite Audit dengan Auditor Eksternal sebagai berikut:

1. Menelaah informasi keuangan yang akan dikeluarkan Perusahaan kepada publik dan/atau pihak otoritas.
2. Berdasarkan Management Letter yang dikeluarkan oleh Auditor Eksternal, memantau untuk memastikan bahwa pengendalian internal atas kegiatan operasional Perusahaan dijalankan sesuai peraturan perundang-undangan yang berlaku.
3. Memberikan rekomendasi penunjukan Auditor Eksternal kepada Dewan Komisaris.
4. Melakukan evaluasi pelaksanaan pemberian jasa audit.

### Division of Duties and Responsibilities in the Audit Committee Membership

The members of the Audit Committee consist of 3 (three) people with educational backgrounds in accounting and management also have various work experiences. The nature of the work of the Audit Committee is a collegial collective. Thus, the implementation of the duties of the Audit Committee can be carried out jointly according to the educational background and competencies of each member of the Audit Committee.

### Audit Committee Work Relationships

The working relationship between the Audit Committee and the Internal Auditor is as follows:

1. Reviewing the implementation of the audit by the internal auditor and supervising the implementation of follow-ups by the Board of Directors on the findings of the Internal Auditor.
2. Overseeing the implementation of follow-ups by the Board of Directors on the findings of the Internal Auditor.
3. Communicate directly with those who carry out the internal audit function.
4. Holding regular and incidental meetings with the Internal Auditor.

The working relationship between the Audit Committee and the External Auditor is as follows:

1. Reviewing financial information which will be published to public and/or authorities.
2. Based on Management Letter issued by External Auditor, monitoring to ensure that internal controlling of the Company operation activity is carried out following applicable laws and regulation; Memberikan rekomendasi penunjukan Auditor Eksternal kepada Dewan Komisaris.
3. Providing recommendation for External Auditor appointment to the Board of Commissioners.
4. Evaluate the implementation of audit services.

### Pengembangan Kompetensi Komite Audit

Perseroan memfasilitasi pelaksanaan program pengembangan bagi Komite Audit dalam rangka meningkatkan kompetensi anggota Komite Audit. Program ini diharapkan mampu memberikan dampak positif terhadap produktivitas dan efektivitas kinerja Komite Audit.

Tentang kegiatan peningkatan kompetensi yang diikuti Anggota Komite Audit di sepanjang tahun 2020 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

### Rapat Komite Audit

Ketentuan pelaksanaan Rapat Komite Audit tercantum dalam Charter Komite Audit. Komite Audit sekurang-kurangnya mengadakan rapat satu kali dalam tiga bulan yang dihadiri oleh Anggota Komite Audit dan rapat tersebut dapat mengundang Divisi atau pihak terkait lainnya sesuai kebutuhan.

Sepanjang tahun 2020 telah dilaksanakan 16 (enam belas kali) kali rapat dengan kehadiran masing-masing anggota Komite Audit sebagai berikut:

### Audit Committee Competency Development

The Company facilitates the implementation of development programs for the Audit Committee to improve the competence of members of the Audit Committee. This program is expected to have a positive impact on the productivity and effectiveness of the Audit Committee's performance.

Concerning the competency improvement activities that the Audit Committee members participated in throughout 2020 can be seen in the Company Profile chapter in this annual report.

### Audit Committee Meetings

The provisions for the implementation of the Audit Committee Meetings are listed in the Audit Committee Charter. The Audit Committee meets at least once in three months which is attended by members of the Audit Committee and the meeting may invite Divisions or other related parties as needed.

Throughout 2020, 16 (sixteen) meetings were held with the attendance of each member of the Audit Committee as follows:

Nama Name	Jabatan Position	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Kehadiran Percentage Attendance	
		20-Jan	10-Feb	23-Mar	20-Apr	03-Jun	19-Jun	06-Aug	16-Aug	25-Aug	31-Aug	08-Sep	30-Sep	08-Oct	04-Dec	10-Dec	22-Dec				
Anis Baridwan	Ketua Chairman	X	X	V	V	V	V	V	V	V	V	V	V	V	V	V	V	16	14	88%	
Adil Nusyirwan <sup>1)</sup>	Anggota Member			V	V	V	V	V	V	V	V	V	V	V	V	V	V	14	14	100%	
Serena K. Ferdinandus <sup>1)</sup>	Anggota Member			V	V	V	V	V	V	V	V	V	V	V	V	V	V	14	14	100%	
Reynold M. Batubara <sup>2)</sup>	Anggota Member	V	V															2	2	100%	
Eddy Rachmadi <sup>2)</sup>	Anggota Member	V	V															2	2	100%	
Rata-rata kehadiran Komite Audit Average attendance of Audit Committee																					98%

<sup>1)</sup> Efektif sejak Februari 2020

<sup>2)</sup> Tidak efektif sejak Februari 2020

<sup>1)</sup> Effective February 2020

<sup>2)</sup> Ineffective since February 2020

### Agenda Rapat Komite Audit

Dengan total 16 (enam belas) kali rapat terkait agenda pembahasannya adalah mengenai evaluasi dan penunjukan Kantor Akuntan Publik dan/atau Akuntan Publik, program kerja Komite Audit dan Fungsi Audit Internal Elnusa maupun temuan-temuan audit baik dari eksternal maupun internal serta agenda lainnya.

### Audit Committee Meeting Agenda

With a total of 16 (sixteen) meetings related to the agenda for discussion, the evaluation and appointment of the Public Accounting Firm and/or Public Accountant, the work program of the Audit Committee and the Internal Audit Function of Elnusa and audit findings from both external and internal and other agendas.

### Remunerasi Komite Audit

Penentuan jumlah remunerasi Komite Audit ditetapkan dengan mengacu pada Peraturan Menteri BUMN Nomor PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara yang mengatur bahwa penghasilan anggota Komite Audit, yakni berupa honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama Perusahaan dengan ketentuan pajak ditanggung Perusahaan dan tidak diperkenankan menerima penghasilan lain selain honorarium tersebut. Anggota Dewan Komisaris yang menjadi Ketua/Anggota Komite Audit tidak diberikan penghasilan tambahan dari jabatan tersebut.

### Pelaksanaan Tugas Komite Audit

Selama tahun 2020, Komite Audit telah melaksanakan tugas dan tanggung jawabnya sesuai Pedoman Kerja Komite Audit serta Program Kerja Komite Audit Tahun 2020. Realisasi pelaksanaan tugas Komite Audit di tahun 2020 di antaranya:

1. Penelaahan dan klarifikasi atas informasi Keuangan;
2. Seleksi, Penunjukan, dan Pengawasan Pekerjaan Auditor Independen;
3. Evaluasi Efektivitas Pelaksanaan Fungsi Internal Audit;
4. Pengawasan Efektivitas Pengendalian Internal;
5. Pemantauan Kepatuhan terhadap Peraturan Perundang-undangan dan Prosedur Internal yang berlaku;
6. Pembahasan pengawasan manajemen risiko dan mitigasi risiko;
7. Penyampaian laporan tertulis kepada Dewan Komisaris;
8. Pembahasan Pengaduan yang masuk pada *Whistleblowing System*.

### Rekomendasi Komite Audit kepada Dewan Komisaris

Sesuai dengan Piagam Komite Audit yang telah disahkan dan diupdate terakhir pada tanggal 22 Juli 2019, salah satu tugas Komite Audit adalah memberikan rekomendasi kepada Dewan Komisaris terkait pemberian jasa audit oleh Kantor Akuntan Publik dan/atau Akuntan Publik.

Beberapa rekomendasi yang diberikan oleh Komite Audit sepanjang tahun 2020 antara lain sebagai berikut:

### Audit Committee Remuneration

Determination of the amount of remuneration for the Audit Committee is determined by referring to the Regulation of the Minister of SOE Number PER-12/MBU/2012 concerning the Supporting Organs of the Board of Commissioners/Supervisory Board for State-Owned Enterprises which stipulates that the income of the Audit Committee members, namely in the form of a maximum honorarium of 20% (twenty percent) of the salary of the President Director of the Company, provided that the tax is borne by the Company and is not allowed to receive other income other than the honorarium. Members of the Board of Commissioners who become Chairman/Members of the Audit Committee are not given additional income from that position.

### Implementation of Duties of the Audit Committee

During 2020, the Audit Committee carried out its duties and responsibilities in accordance with the Audit Committee Work Guidelines and the Audit Committee Work Program for 2020. The realization of the implementation of the Audit Committee's duties in 2020 included:

1. To review and clarify financial information;
2. Selection, Appointment and Supervision of the Work of the Independent Auditor;
3. Evaluation of the Effectiveness of the Implementation of the Internal Audit Function;
4. Supervision of the Effectiveness of Internal Control;
5. Monitoring of Compliance with Legislation and Internal Procedures in force;
6. Discussion on Risk Management and Risk Mitigation;
7. Submission of written reports to the Board of Commissioners;
8. Discussion of complaints that are submitted to the Whistleblowing System.

### Audit Committee Recommendations to the Board of Commissioners

In accordance with the Audit Committee Charter which was ratified and last updated on July 22, 2019, one of the duties of the Audit Committee is to provide recommendations to the Board of Commissioners regarding the provision of audit services by the Public Accounting Firm and/or Public Accountants.

Some of the recommendations given by the Audit Committee throughout 2020 include the following:

1. Tentang penunjukan Kantor Akuntan Publik dan/atau Akuntan Publik untuk pemberian jasa audit tahun buku yang berakhir 31 Desember 2020 dengan persyaratan minimal mempertimbangkan aspek independensi, ruang lingkup penugasan, imbalan jasa audit dan keahlian serta pengalaman.
2. Tentang evaluasi pelaksanaan pemberian jasa audit tahun buku yang berakhir 31 Desember 2020.

### Pelaporan

Piagam Komite Audit mengatur bahwa Komite Audit wajib menyampaikan laporan berikut kepada Dewan Komisaris:

1. Komite Audit wajib membuat laporan kepada Dewan Komisaris atas setiap penugasan yang diberikan.
2. Komite Audit wajib membuat laporan tahunan pelaksanaan kegiatan Komite Audit yang diungkapkan dalam Laporan Tahunan Perusahaan.

### Penilaian Kinerja (KPI) Komite Audit

Penilaian kinerja Komite Audit dilakukan setidaknya 1 (satu) tahun sekali, dengan mempertimbangkan efektivitas Komite Audit dalam menjalankan fungsinya, tingkat kehadiran dalam rapat, dan tingkat pemahaman akan masalah yang dihadapi Perusahaan.

### KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi merupakan komite yang dibentuk dalam rangka membantu Dewan Komisaris dalam hal mengusulkan nominasi suksesi dan remunerasi Direksi. Komite Nominasi dan Remunerasi merupakan sub organ Dewan Komisaris yang memiliki tugas utama untuk membantu efektifnya fungsi pengawasan yang dijalankan oleh Dewan Komisaris terhadap tugas Direksi dalam mengelola Perseroan.

Perseroan memiliki Komite Nominasi dan Remunerasi yang membantu Dewan Komisaris dalam melaksanakan tugas pengawasan untuk fungsi nominasi dan remunerasi Dewan Komisaris dan Direksi. Komite ini berperan penting dalam penerapan prinsip-prinsip GCG dan juga transparansi proses serta kebijakan nominasi dan remunerasi. Hal ini sebagaimana diatur dalam Peraturan Otoritas

1. Regarding Public Accountant Firm and/or Public Accountant appointment for audit services of fiscal year ended December 31, 2020 with the minimum requirement by considering independency, scope of assignment, audit fee, expertise, and experiences.
2. Regarding the evaluation of the implementation of the provision of audit services for the financial year ending 31 December 2020.

### Reporting

The Audit Committee Charter stipulates that the Audit Committee must submit the following reports to the Board of Commissioners:

1. The Audit Committee is required to make a report to the Board of Commissioners on each given assignment.
2. The Audit Committee is required to prepare an annual report on the implementation of the Audit Committee's activities which is disclosed in the Company's Annual Report.

### Performance Assessment (KPI) of the Audit Committee

The performance assessment of the Audit Committee is conducted at least once a year, taking into account the effectiveness of the Audit Committee in carrying out its functions, the level of attendance at meetings, and the level of understanding of the problems faced by the Company.

### NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee is a committee formed to assist the Board of Commissioners in proposing nominations for succession and remuneration for the Board of Directors. The Nomination and Remuneration Committee is a sub-organ of the Board of Commissioners whose main task is to assist the effectiveness of the supervisory function carried out by the Board of Commissioners on the duties of the Board of Directors in managing the Company.

The Company has a Nomination and Remuneration Committee which assists the Board of Commissioners in carrying out supervisory duties for the nomination and remuneration functions of the Board of Commissioners and Board of Directors. This committee plays an important role in the application of GCG principles and the transparency of the nomination and remuneration



Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.

### Kualifikasi Menjadi Anggota Komite Nominasi dan Remunerasi

Anggota Komite Nominasi dan Remunerasi Perseroan harus memenuhi persyaratan sebagai berikut:

1. Anggota Komite paling kurang terdiri dari 3 (tiga) orang Anggota yaitu:
  - a. Ketua Komite merangkap Anggota yang merupakan Komisaris Independen maupun Anggota Komite yang merupakan pihak yang berasal dari luar Perusahaan wajib memenuhi persyaratan sebagai berikut:
    - Tidak memiliki saham baik langsung maupun tidak langsung pada Perusahaan.
    - Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan.
    - Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan atau mengawasi Perusahaan ini dalam waktu 6 (enam) bulan sebelum diangkat oleh Dewan Komisaris.
    - Tidak mempunyai hubungan keluarga sedarah sampai derajat ke-3, baik menurut garis lurus maupun garis ke samping ataupun hubungan yang timbul karena perkawinan dengan Anggota Dewan Komisaris lainnya atau dengan Anggota Direksi.
  - b. Anggota Komite lainnya dapat berasal dari :
    - Anggota Dewan Komisaris
    - Pihak yang berasal dari luar Perusahaan
    - Pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi Sumber Daya Manusia
2. Anggota Komite lainnya sebagaimana dimaksud pada angka 1 huruf b di atas sebagian besar tidak dapat berasal dari pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi Sumber Daya Manusia.
3. Anggota Direksi Perusahaan tidak dapat menjadi Anggota Komite.

### Masa Jabatan

Anggota komite yang bukan anggota Dewan komisaris diangkat dan diberhentikan oleh Dewan komisaris dengan masa kerja tidak lebih

policies and processes. This is as stipulated in the Financial Services Authority Regulation Number 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies.

### Qualifications to Become a Member of the Nomination and Remuneration Committee

Members of the Company's Nomination and Remuneration Committee must meet the following requirements:

1. Members of the Committee shall consist of at least 3 (three) Members, namely:
  - a. The Chairman of the Committee who is concurrently a Member who is an Independent Commissioner or a Committee Member who is a party from outside the Company must meet the following requirements:
    - Do not own shares, either directly or indirectly, in the Company.
    - Does not have a business relationship, either directly or indirectly, related to the Company's business activities.
    - Not a person who works or has the authority and responsibility to plan, lead, control or supervise this company within 6 (six) months before being appointed by the Board of Commissioners.
    - Does not have a blood family relationship up to the 3rd degree, either according to a straight line or a side line or a relationship arising from marriage with other members of the Board of Commissioners or members of the Board of Directors.
  - b. Other Committee members may come from:
    - Members of the Board of Commissioners
    - Parties from outside the Company
    - Parties who hold managerial positions under the Board of Directors in charge of Human Resources
2. Other Committee members as referred to in number 1 letter b above cannot mostly come from parties holding managerial positions under the Board of Directors in charge of Human Resources.
3. Members of the Company's Board of Directors cannot become Committee Members.

### Term of Office

Committee members who are not members of the board of commissioners are appointed and dismissed by the board of commissioners with a service period

lama dari masa jabatan Dewan komisaris yang mengangkatnya atau paling lama selama 3 (tiga) tahun dan dapat diperpanjang masa keanggotannya dengan tidak mengurangi hak Dewan komisaris untuk memberhentikannya sewaktu-waktu.

### Keanggotaan Komite Nominasi dan Remunerasi

Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik menetapkan bahwa anggota Komite Nominasi dan Remunerasi paling sedikit adalah tiga orang dan salah satunya adalah Komisaris Independen yang merangkap sebagai Ketua Komite Nominasi dan Remunerasi. Dua anggota lainnya dapat berasal dari anggota Dewan Komisaris, pihak dari luar Perseroan, maupun pihak Pemantau di bawah Direksi.

Per 31 Desember 2020, komposisi dan susunan Komite Nominasi dan Remunerasi terdiri dari 1 (satu) orang ketua dan 2 (dua) orang anggota. Susunan Komite Nominasi dan Remunerasi per 31 Desember 2020 adalah sebagai berikut:

not longer than the term of office of the board of commissioners who appointed them or a maximum of 3 (three) years and their membership period can be extended without prejudice to the right of the board of commissioners to dismiss them at any time.

### Nomination and Remuneration Committee Membership

Financial Services Authority Regulation Number 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies stipulates that the members of the Nomination and Remuneration Committee are at least three people and one of them is an Independent Commissioner who is concurrently the Chair of the Nomination and Remuneration Committee. The other two members may come from members of the Board of Commissioners, parties from outside the Company, and monitors under the Board of Directors.

As of December 31, 2020, the composition and composition of the Nomination and Remuneration Committee consists of 1 (one) chairman and 2 (two) members. The composition of the Nomination and Remuneration Committee as of 31 December 2020 is as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis	Masa Jabatan Term of Office	Periode Jabatan Position Period
Lusiaga Levi Susila	Ketua Komite / Komisaris Independen Head of Audit Committee/ Independent Commissioner	SK Dewan Komisaris No. 003 Tahun 2018	2018-2021	Ke-1
Yudo Irianto <sup>1)</sup>	Anggota Member	SK Dewan Komisaris No. 010 Tahun 2020	2020-2023	Ke-1
Agung Wahidin Wibisana <sup>1)</sup>	Anggota Member	SK Dewan Komisaris No. 010 Tahun 2020	2020-2023	Ke-1
Eman Salman Arief <sup>2)</sup>	Anggota/Komisaris Member/Commissioner	SK Dewan Komisaris No. 005 Tahun 2018	2018-2021	Ke-1
A.A.A. Indira Pratyaksa <sup>2)</sup>	Anggota Member	SK Dewan Komisaris No. 002 Tahun 2019	2019-2022	Ke-1

<sup>1)</sup> Efektif sejak Februari 2020

<sup>2)</sup> Tidak efektif sejak Februari 2020

<sup>1)</sup> Effective February 2020

<sup>2)</sup> Ineffective since February 2020

## Profil Anggota Komite Nominasi dan Remunerasi yang Bukan Komisaris

## Profile of Non-Commissioner Nomination and Remuneration Committee Members



### Yudo Irianto

Anggota  
Member

Periode Jabatan/Term of Office:  
2020 - 2023, Periode Ke-1/1st Period

#### **Data Pribadi**

Warga negara Indonesia  
Usia 57 tahun  
Kelahiran Kebumen, 14/10/1963

#### **Domisili**

Kota Bekasi, Provinsi Jawa Barat, Indonesia

#### **Pendidikan**

Sarjana Ekonomi Akuntansi, Universitas Diponegoro, Semarang (1988)  
Magister Management, Human Resources Management, Universitas Padjajaran, Bandung, dan  
College Business Administration, Kentucky University, USA (1996)

#### **Pengalaman Kerja**

Mengawali karir di PT Pertamina (Persero) dengan berbagai posisi antara lain SVP HRD (2017-2018), VP People Management (2013-2017), VP HR Operation (2009-2013), VP HR Group Shared Services (2008-2009). Selain jabatan struktural di Pertamina, juga pernah menjabat sebagai Presiden Komisaris di PT Pertamina Pedeve Indonesia (2018) dan PT Pertamina Dana Ventura (2013-2018), Komisaris di Perseroan (2017-2018) dan Dewan Pengawas di Dana Pensiun Pertamina (2009-2013).

#### **Personal Data**

Indonesian citizens  
57 years old  
Born in Kebumen 14/10/1963

#### **Domicile**

Bekasi, West Java, Indonesia

#### **Education**

Bachelor of Accounting Economy, Diponegoro University, Semarang (1988)  
Master of Management, Human Resources Management, Padjajaran University, Bandung, and  
College Business Administration, Kentucky University, USA (1996).

#### **Work Experience**

Started his career in PT Pertamina (Persero) through various position among others, SVP HRD (2017-2018), VP of People Management (2013-2017), VP of HR Operation (2009-2013), VP of HR Group Shared Services (2008-2009). Besides of structural position in Pertamina, he has been chaired as President Commissioners of PT Pertamina Pedeve Indonesia (2018) and PT Pertamina Dana Ventura (2013-2018), the Company Commissioner (2017-2018), and Supervisory Board in Dana Pensiun Pertamina (2009-2013).



### Agung Wahidin Wibisana

Anggota  
Member

Periode Jabatan/Term of Office:  
2020 - 2023, Periode Ke-1/1st Period

#### Data Pribadi

Warga negara Indonesia  
Usia 45 tahun  
Kelahiran Jakarta, 20/12/1975

#### Domisili

Kota Bekasi, Provinsi Jawa Barat, Indonesia

#### Pendidikan

Sarjana Hukum Bisnis, Universitas Parahyangan, Bandung (1999)  
Diploma Human Capital Management, Singapore Human Resources Institute (2009)  
Kandidat Master of Business Administration, IPMI Business School (2021)

#### Pengalaman Kerja

Mengawali karir di Perseroan sejak tahun 2010 dan saat ini sebagai VP Human Capital Perseroan sejak tahun 2020. Selama di Perseroan pernah menjabat berbagai posisi di bidang Human Capital antara lain Senior Manager of Human Capital Business Partner (2018 – 2020), Department Head of Human Resources Drilling & Oilfield Services (2016 – 2018), Department Head of Organization Development & Talent Management (2012 – 2016). Sebelumnya pernah berkarir di PT Infomedia Nusantara dengan menjabat di berbagai posisi antara lain Human Resources Policy & System Manager (2010), Human Resource Performance Manager (2008 – 2010) dan Human Resource Operation Manager (2006 – 2008) serta sebagai Associate di Konsultan Hukum (1999-2002).

#### Personal Data

Indonesian citizens  
45 years old  
Born in Jakarta 20/12/1975

#### Domicile

Bekasi, West Java, Indonesia

#### Education

Bachelor of Business Law, Parahyangan University, Bandung (1999)  
Diploma of Human Capital Management, Singapore Human Resources Institute (2009)  
Master Candidate of Business Administration, IPMI Business School (2021)

#### Work Experience

Started his career in the Company since 2010 and currently chaired as VP Human Capital of the Company since 2020. During his career in the Company he has been chaired in various position of Human Capital among others, Senior Manager of Human Capital Business Partner (2018-2020), Department Head of Human Resources Drilling & Oilfield Services (2016-2018), Department Head of Organization Development & Talent Management (2012-2016). Previously he had a career in PT Infomedia Nusantara and has been chaired various position among others, Human Resources Policy & System Manager (2010), Human Resource Performance Manager (2008-2010) and Human Resource Operation Manager (2006-2008), and Associate in Law Consultant (1999-2002).

## Independensi Komite Nominasi dan Remunerasi

Sebagai upaya untuk dapat menjaga independensi setiap anggota Komite, setiap tahunnya masing-masing anggota Komite Penunjang Dewan Komisaris memberikan pernyataan independensi. Pernyataan independensi Komite Nominasi dan Remunerasi disusun berdasarkan Peraturan Otoritas Jasa Keuangan Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.

## Independence of the Nomination and Remuneration Committee

As an effort to maintain the independence of each member of the Committee, each year each member of the Supporting Committee of the Board of Commissioners provides a statement of independence. The independence statement of the Nomination and Remuneration Committee is prepared based on the Financial Services Authority Regulation Number 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies.

Aspek Independensi Independency Aspects	Lusiaga Levi Susila	Yudo Irianto <sup>1)</sup>	Agung Wahidin Wibisana <sup>1)</sup>	Eman Salman Arief <sup>2)</sup>	A.A.A. Indira Pratyaksa <sup>2)</sup>
Tidak berasal dari pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi sumber daya manusia Does not come from parties holding managerial positions under the Board of Directors in charge of human resources	√	√	√	√	√
Tidak mempunyai saham langsung maupun tidak langsung di ELNUSA Do not have direct or indirect shares in ELNUSA	√	√	√	√	√
Keluarga tidak mempunyai saham langsung maupun tidak langsung di ELNUSA The family does not have direct or indirect shares in ELNUSA	√	√	√	√	√
Tidak mempunyai hubungan Afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama ELNUSA Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or Major Shareholders of ELNUSA	√	√	√	√	√
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha ELNUSA Does not have a business relationship, either directly or indirectly, related to ELNUSA's business activities	√	√	√	√	√
Tidak merangkap jabatan sebagai anggota komite lainnya di ELNUSA Does not have concurrent positions as members of other committees at ELNUSA	√	√	√	√	√
Tidak menjabat sebagai pengurus partai politik dan/atau calon/anggota legislatif dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah Do not serve as administrators of political parties and/or candidates/members of the legislature and/or are candidates or serve as head/deputy head of regional government	√	√	√	√	√
Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di ELNUSA Does not have any other position that could cause a conflict of interest related to the position at ELNUSA	√	√	√	√	√

<sup>1)</sup> Efektif sejak Februari 2020

<sup>2)</sup> Tidak efektif sejak Februari 2020

<sup>1)</sup> Efektif sejak Februari 2020

<sup>2)</sup> Tidak efektif sejak Februari 2020

### Pedoman Kerja Komite Nominasi dan Remunerasi

Agar Komite Nominasi dan Remunerasi dapat berperan secara efisien dan efektif, maka disusun Pedoman Kerja Komite Nominasi dan Remunerasi yang dimutakhirkan dan disahkan terakhir oleh Dewan Komisaris pada tanggal 12 Agustus 2020 serta telah dipublikasikan di situs ELNUSA. Pedoman Kerja tersebut mencakup struktur keanggotaan, keanggotaan, persyaratan keanggotaan termasuk persyaratan kompetensi dan independensi, tugas, tanggung jawab dan wewenang, rapat, pelaporan dan anggaran.

### Kode Etik Komite Nominasi dan Remunerasi

Setiap anggota Komite Nominasi dan Remunerasi berkomitmen memberikan kemampuan terbaiknya dan mematuhi kode etik yang berlaku, dengan mengutamakan integritas, independensi, objektivitas, kejujuran, dan komitmen terhadap prinsip-prinsip GCG.

### Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

Berdasarkan Pedoman Komite Nominasi dan Remunerasi, dalam menjalankan fungsinya, Komite Nominasi dan Remunerasi memiliki tugas dan tanggung jawab antara lain sebagai berikut:

1. Penilaian kepatuhan terhadap peraturan perundang-undangan yang berlaku dan merekomendasikan perubahan yang dianggap perlu;
2. Pengawasan Proses Nominasi dan Remunerasi Direksi dan Dewan Komisaris dalam pengelolaan Human Capital Perseroan:
  - a. Mengkaji dan mengevaluasi setiap kinerja anggota Direksi dan Dewan Komisaris yang berkaitan antara lain dengan pencapaian aktual kinerja Perseroan, ketaatan terhadap peraturan perundang-undangan yang berlaku serta kebijakan Perseroan, pelaksanaan pengawasan dan pengelolaan Perusahaan, penerapan *Good Corporate Governance* dan pelaksanaan operasional perusahaan secara menyeluruh;
  - b. Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan Dewan Komisaris;
  - c. Melaksanakan tugas-tugas lainnya yang berhubungan dengan nominasi yang diberikan oleh Dewan Komisaris.
  - d. Mengkaji dan mengevaluasi pelaksanaan setiap kinerja anggota Direksi dan Dewan

### Risk Monitoring Committee Work Guidelines

In order for the Risk Monitoring Committee to play an efficient and effective role, a Risk Monitoring Committee Work Guidelines were prepared which was updated and endorsed by the Board of Commissioners on July 29, 2016 and has been published on the ELNUSA website. The Work Guidelines cover membership structure, membership requirements including competency and independence requirements, duties, responsibilities and authorities, and meetings, reporting and budget.

### Risk Oversight Committee Code of Conduct

Each member of the Risk Monitoring Committee is committed to giving their best and complying with the applicable code of conduct, by prioritizing integrity, independence, objectivity, honesty, and commitment to the principles of GCG.

### Duties and Responsibilities of the Nomination and Remuneration Committee

Based on the Nomination and Remuneration Committee Guidelines, in carrying out its functions, the Nomination and Remuneration Committee has the following duties and responsibilities:

1. Assessing compliance with applicable laws and regulations and recommending changes deemed necessary;
2. Supervision of the Nomination and Remuneration Process of the Board of Directors and the Board of Commissioners in managing the Company's Human Capital:
  - a. Review and evaluate every performance of the members of the Board of Directors and the Board of Commissioners relating to, among others, the actual achievement of the Company's performance, compliance with applicable laws and regulations and Company policies, implementation of supervision and management of the Company, implementation of Good Corporate Governance and implementation of overall company operations;
  - b. Provide proposals for candidates who meet the requirements as members of the Board of Directors and Board of Commissioners;
  - c. Carry out other tasks related to the nominations given by the Board of Commissioners.
  - d. Review and evaluate the performance of each member of the Board of Directors and the

Komisaris dengan kesesuaian Remunerasi yang diterima masing-masing Anggota Direksi dan Dewan Komisaris.

- e. Melaksanakan tugas-tugas lainnya yang berhubungan dengan remunerasi yang diberikan oleh Dewan Komisaris.

Board of Commissioners in accordance with the remuneration received by each Member of the Board of Directors and the Board of Commissioners.

- e. Carry out other duties related to the remuneration given by the Board of Commissioners.

### **Pembagian Tugas dan Tanggung Jawab dalam Keanggotaan Komite Nominasi dan Remunerasi**

Sesuai dengan Piagam Komite Nominasi dan Remunerasi, tidak ada pembagian tugas antar anggota komite, seluruh anggota komite bekerja secara kolektif kolegial dengan independen dan profesional, untuk membantu Dewan komisaris melaksanakan fungsi pengawasan, pemberian nasihat serta memastikan telah dilaksanakannya proses nominasi, remunerasi serta pengembangan SDM.

### **Pengembangan Kompetensi Komite Nominasi dan Remunerasi**

Perseroan mengikutsertakan Komite Nominasi dan Remunerasi dalam kegiatan pengembangan kompetensi sebagai bentuk program untuk menambah wawasan dan pengetahuan. Tentang daftar kegiatan pelatihan dan peningkatan kompetensi yang diikuti Komite Nominasi dan Remunerasi di sepanjang tahun 2020 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

### **Rapat Komite Nominasi dan Remunerasi**

Ketentuan mengenai Rapat Komite Nominasi dan Remunerasi tercantum dalam Charter Komite Nominasi dan Remunerasi. Komite Nominasi dan Remunerasi sekurang-kurangnya mengadakan rapat satu kali dalam empat bulan atau sesuai kebutuhan. Rapat tersebut dapat mengundang divisi terkait dari Pemantau ataupun pihak terkait lainnya sesuai kebutuhan.

Di tahun 2020, Komite Nominasi dan Remunerasi menyelenggarakan rapat sebanyak 13 (tiga belas) kali rapat dan rekapitulasi tingkat kehadiran Komite Nominasi dan Remunerasi dalam rapat-rapat tersebut.

### **Division of Duties and Responsibilities in the Membership of the Nomination and Remuneration Committee**

In accordance with the Nomination and Remuneration Committee Charter, there is no division of duties between committee members, all committee members work collectively and collegially independently and professionally, to assist the Board of Commissioners in carrying out its supervisory function, providing advice and ensuring that the nomination, remuneration and HR development process has been implemented.

### **Competency Development for the Nomination and Remuneration Committee**

The Company includes the Nomination and Remuneration Committee in competency development activities as a form of program to gain insight and knowledge. The list of training activities and competency improvement that the Nomination and Remuneration Committee participated in throughout 2020 can be seen in the Company Profile chapter in this annual report.

### **Nomination and Remuneration Committee Meetings**

Provisions regarding the Nomination and Remuneration Committee Meetings are contained in the Nomination and Remuneration Committee Charter. The Nomination and Remuneration Committee meets at least once every four months or as needed. The meeting may invite related divisions of the Monitor or other related parties as needed.

In 2020, the Nomination and Remuneration Committee held 13 (thirteen) meetings and recapitulated the attendance level of the Nomination and Remuneration Committee at these meetings.

Nama Name	Jabatan Position	1	2	3	4	5	6	7	8	9	10	11	12	13	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage
		09-Mar	15-Apr	04-Jun	06-Aug	11-Aug	19-Aug	26-Aug	31-Aug	07-Sep	18-Sep	30-Sep	09-Oct	07-Dec			
Lusiaga Levi Susila	Ketua Chairman	V	V	V	V	V	V	V	V	V	V	V	V	V	13	13	100%
Yudo Irianto <sup>1)</sup>	Anggota Member				V	V	V	V	V	V	V	V	V	V	10	10	100%
Agung Wahidin Wibisona					V	V	V	V	V	V	V	V	V	V	10	10	100%
Eman Salman Arief <sup>2)</sup>	Anggota Member	V	V	V											3	3	100%
A.A.A. Indira Pratyaksa <sup>2)</sup>	Anggota Member	V	V	V											3	3	100%
Rata-rata kehadiran Komite Nominasi dan Remunerasi																100%	
Average Attendance of Nomination and Remuneration Committee																100%	

1) Efektif sejak Agustus 2020

2) Tidak efektif sejak Agustus 2020

<sup>1)</sup> Effective February 2020

<sup>2)</sup> Ineffective since February 2020

## Agenda Rapat Komite Nominasi dan Remunerasi

Dengan total 13 (tiga belas) kali rapat terkait agenda pembahasan khusus mengenai Nominasi dan Remunerasi Anggota Dewan Komisaris dan Direksi serta Organ Penunjang Dewan Komisaris dilaksanakan dengan detail sebagai berikut:

1. Jumlah Agenda Rapat Komite Nominasi dan Remunerasi terkait Nominasi terdiri atas 9 (sembilan) kali rapat yakni pada tanggal 15 April 2020, 6 Agustus 2020, 11 Agustus 2020, 19 Agustus 2020, 26 Agustus 2020, 31 Agustus 2020, 7 September 2020, 30 September 2020 dan 7 Desember 2020.
2. Jumlah Agenda Rapat Komite Nominasi dan Remunerasi terkait Remunerasi terdiri atas 6 (enam) kali rapat yakni pada tanggal 9 Maret 2020, 15 April 2020, 4 Juni 2020, 18 September 2020, 30 September 2020 dan 9 Oktober 2020.

## Remunerasi Komite Nominasi dan Remunerasi

Remunerasi Komite Nominasi dan Remunerasi ditetapkan dengan mengacu pada Peraturan Menteri BUMN Nomor PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara mengatur terkait penghasilan anggota Komite yakni berupa honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama Perusahaan dengan ketentuan pajak ditanggung Perusahaan dan tidak diperkenankan menerima penghasilan lain selain honorarium tersebut. Anggota Dewan Komisaris yang menjadi Ketua/anggota Komite Nominasi dan

## Nomination and Remuneration Committee Meeting Agenda

With a total of 13 (thirteen) meetings related to a special discussion agenda regarding the Nomination and Remuneration of Members of the Board of Commissioners and the Board of Directors and the Supporting Organs of the Board of Commissioners carried out in the following details:

1. The total agenda for the Nomination and Remuneration Committee Meeting related to Nominations consists of 9 (nine) meetings, namely on April 15, 2020, August 6, 2020, August 11, 2020, August 19, 2020, August 26, 2020, August 31, 2020, September 7, 2020, 30 September 2020 and 7 December 2020.
2. The number of Agenda for the Nomination and Remuneration Committee Meeting related to Remuneration consists of 6 (six) meetings, namely on March 9, 2020, April 15, 2020, June 4, 2020, September 18, 2020, September 30, 2020 and October 9, 2020.

## Remuneration of the Nomination and Remuneration Committee

Remuneration for the Nomination and Remuneration Committee is determined by referring to the Regulation of the Minister of SOE Number PER-12/MBU/2012 concerning the Supporting Organs of the Board of Commissioners/Supervisory Board for State-Owned Enterprises which regulates the income of Committee members, namely in the form of a maximum honorarium of 20% (twenty percent) of the The salary of the President Director of the Company, provided that the tax is borne by the Company and is not allowed to receive other income other than the honorarium. Members of the Board



Remunerasi tidak diberikan penghasilan tambahan dari jabatan tersebut.

### Pelaksanaan Tugas Komite Nominasi dan Remunerasi

Selama tahun 2020, Komite Nominasi dan Remunerasi telah melaksanakan tugas dan tanggung jawabnya sesuai Pedoman Kerja (Charter) serta Program Kerja Tahun 2020 Komite Nominasi dan Remunerasi. Realisasi pelaksanaan tugas Komite Nominasi dan Remunerasi di tahun 2020 di antaranya:

1. Pemantauan dan evaluasi perencanaan dan implementasi sistem remunerasi dan kompensasi bagi Direksi dan Dewan Komisaris berjalan transparan, adil dan bersaing dengan pasar dalam industri sejenis lainnya.
2. Pemantauan dan evaluasi perencanaan dan penyusunan sistem, kebijakan dan prosedur proses seleksi dan nominasi penilaian calon-calon Direksi/Komisaris dan pejabat satu tingkat di bawah Direksi khususnya bidang Sekretaris Perusahaan dan Internal Audit Perusahaan.
3. Monitoring dan Evaluasi terhadap sistem penilaian kinerja Dewan Komisaris, Direksi serta kinerja Komite-komite sebagai organ penunjang Dewan Komisaris.
4. Evaluasi terhadap hasil penilaian Key Performance Indicator (KPI) Dewan Komisaris bersama dengan hasil penilaian komite-komite dalam organ penunjang dewan Komisaris dengan sistem *self-assessment*.
5. Memberikan rekomendasi program pengembangan kompetensi bagi Dewan Komsiaris, Drieksi maupun Komite Penunjang Dewan Komisaris.

### Rekomendasi Komite Nominasi dan Remunerasi kepada Dewan Komisaris

Sesuai dengan Piagam Komite Nominasi dan Remunerasi, salah satu tugas Komite Nominasi dan Remunerasi adalah memberikan masukan kepada Dewan Komisaris sebagai bahan dalam penyusunan rekomendasi kepada Direksi.

Untuk itu pada tahun 2020, rekomendasi yang diberikan Komite Nominasi dan Remunerasi

of Commissioners who become Chairman/members of the Nomination and Remuneration Committee are not given additional income from the position.

### Implementation of the Duties of the Nomination and Remuneration Committee

During 2020, the Nomination and Remuneration Committee has carried out its duties and responsibilities in accordance with the Work Guidelines (Charter) and the 2020 Work Program of the Nomination and Remuneration Committee. The realization of the duties of the Nomination and Remuneration Committee in 2020 include:

1. Monitoring and evaluating the planning and implementation of the remuneration and compensation system for the Board of Directors and the Board of Commissioners in a transparent, fair and competitive manner with markets in other similar industries.
2. Monitoring and evaluating the planning and preparation of systems, policies and procedures for the selection and assessment process of candidates for Board of Directors / Commissioners and officials one level below the Board of Directors, particularly in the areas of Corporate Secretary and Corporate Internal Audit.
3. Monitoring and evaluation of the performance appraisal system for the Board of Commissioners, the Board of Directors and the performance of the Committees as supporting organs for the Board of Commissioners.
4. Evaluation of the results of the assessment of the Key Performance Indicator (KPI) of the Board of Commissioners together with the results of the assessment of the committees in the supporting organs of the Board of Commissioners using a self-assessment system.
5. Provide recommendations for competency development programs for the Board of Commissioners, the Board of Commissioners and the Supporting Committee for the Board of Commissioners.

### Recommendation from the Nomination and Remuneration Committee to the Board of Commissioners

In accordance with the Nomination and Remuneration Committee Charter, one of the duties of the Nomination and Remuneration Committee is to provide input to the Board of Commissioners as material in preparing recommendations to the Board of Directors.

For this reason, in 2020, the recommendations given by the Nomination and Remuneration Committee

antara lain rekomendasi atas nominasi pengurus Perusahaan dan remunerasi tahun buku 2020 bagi Dewan Komisaris dan Direksi Perusahaan.

### Pelaporan

Piagam Komite Nominasi dan Remunerasi mengatur bahwa Komite Nominasi dan Remunerasi wajib menyampaikan laporan berikut kepada Dewan Komisaris:

1. Komite menyampaikan laporan pelaksanaan tugas, tanggung jawab dan prosedur kepada Dewan Komisaris secara berkala sekurang-kurangnya 1 (satu) kali dalam setahun atau atas permintaan Dewan Komisaris.
2. Laporan Komite tersebut merupakan bagian dari laporan pelaksanaan tugas Dewan Komisaris dan disampaikan dalam Rapat Umum Pemegang Saham.

### Penilaian Kinerja (KPI) Komite Nominasi dan Remunerasi

Penilaian kinerja Komite Nominasi dan Remunerasi dilakukan setidaknya 1 (satu) tahun sekali, dengan mempertimbangkan efektivitas Komite Nominasi dan Remunerasi dalam menjalankan fungsinya, tingkat kehadiran dalam rapat, dan tingkat pemahaman akan masalah yang dihadapi Perusahaan.

### Kebijakan Suksesi Direksi

Untuk menyiapkan pimpinan Perusahaan, khususnya anggota Direksi yang profesional, berintegritas, berdedikasi dan memiliki kompetensi dalam menjalankan kegiatan operasional Perusahaan, maka persyaratan pencalonan Direksi yang akan ditetapkan dalam RUPS mengacu pada Anggaran Dasar Perseroan, Peraturan Otoritas Jasa Keuangan (POJK) Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik dan Peraturan Perundang-undangan lainnya. Sebagaimana tercantum dalam POJK Nomor 33/POJK.04/2014, usulan pengangkatan, pemberhentian, dan/atau penggantian anggota Direksi kepada RUPS harus memperhatikan rekomendasi dari Dewan Komisaris atau Komite yang menjalankan fungsi nominasi. Dalam hal ini ELNUSA memiliki Komite Nominasi dan Remunerasi yang memiliki peran dalam proses pencalonan Anggota Direksi Perseroan.

Sebagaimana diatur lebih lanjut dalam peraturan internal sumber nominasi anggota Direksi dapat berasal dari:

include recommendations for nominations of the Company's management and remuneration for the 2020 financial year for the Company's Board of Commissioners and Board of Directors.

### Reporting

The Nomination and Remuneration Committee Charter stipulates that the Nomination and Remuneration Committee is required to submit the following reports to the Board of Commissioners:

1. The Committee submits reports on the implementation of duties, responsibilities and procedures to the Board of Commissioners periodically at least once a year or at the request of the Board of Commissioners.
2. The Committee Report is part of the report on the implementation of duties of the Board of Commissioners and is submitted at the General Meeting of Shareholders.

### Performance Appraisal (KPI) of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee's performance assessment is carried out at least once a year, taking into account the effectiveness of the Nomination and Remuneration Committee in carrying out its functions, the level of attendance at meetings, and the level of understanding of the problems faced by the Company.

### Board of Directors Succession Policy

To prepare the leadership of the Company, especially members of the Board of Directors who are professional, integrity, dedicated and competent in carrying out the Company's operational activities, the requirements for nominating the Board of Directors to be stipulated in the GMS refer to the Articles of Association of the Company, Financial Services Authority Regulation (FSAR) Number 33/POJK. 04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies and other laws and regulations. As stated in FSA Number 33/POJK.04/2014, proposals for the appointment, dismissal and/or replacement of members of the Board of Directors to the GMS must take into account the recommendations of the Board of Commissioners or the Committee that carries out the nomination function. In this case ELNUSA has a Nomination and Remuneration Committee which has a role in the process of nominating members of the Company's Board of Directors.

As further stipulated in the internal regulations, the source of nomination for members of the Board of Directors may come from:

1. Anggota Direksi Anak Perusahaan yang sedang menjabat;
2. Pejabat internal Perusahaan setingkat di bawah Direksi;
3. Sumber lain yang telah memiliki reputasi yang baik, relevan dan dapat dipertanggungjawabkan.

Proses penilaian calon Anggota Direksi dilakukan oleh Komite Nominasi dan Remunerasi. Selanjutnya calon Direksi diajukan pada RUPS untuk mendapatkan persetujuan Pemegang Saham sesuai dengan ketentuan Anggaran Dasar Perseroan.

## KOMITE PEMANTAU RISIKO

Komite Pemantau Risiko ELNUSA dibentuk untuk membantu tugas Dewan Komisaris dalam upaya melakukan identifikasi, pemetaan, analisis, dan mitigasi risiko atas seluruh proses bisnis ELNUSA yang ditujukan untuk mencegah dan meminimalisasi risiko. Selain itu, Komite Pemantau Risiko membuat laporan secara tertulis atas setiap penugasan yang diberikan oleh Dewan Komisaris. Laporan pelaksanaan kegiatan Komite Pemantau Risiko dan tingkat pencapaian kinerjanya untuk diungkapkan dalam Laporan Tahunan Perusahaan.

### Persyaratan Umum Menjadi Anggota Komite Pemantau Risiko

Anggota Komite Pemantau Risiko harus memahami kegiatan usaha Perusahaan dan Grup, serta mempunyai pengetahuan dan pengalaman yang memadai sesuai dengan latar belakang pendidikannya, serta mampu berkomunikasi dengan baik.

### Masa Jabatan

Anggota komite yang bukan anggota Dewan komisaris diangkat dan diberhentikan oleh Dewan komisaris dengan masa kerja tidak lebih lama dari masa jabatan Dewan komisaris yang mengangkatnya atau paling lama selama 3 (tiga) tahun dan dapat diperpanjang masa keanggotannya dengan tidak mengurangi hak Dewan komisaris untuk memberhentikannya sewaktu-waktu.

### Keanggotaan Komite Pemantau Risiko

Sesuai Pedoman Kerja (Piagam) Komite Pemantau Risiko, anggota Komite Pemantau Risiko paling sedikit terdiri dari tiga orang anggota yang berasal dari anggota Dewan Komisaris dan Pihak dari luar

1. Current member of the Board of Directors of the Subsidiary;
2. Internal Company officials one level below the Board of Directors;
3. Another source that has a good reputation, is relevant and can be accounted for.

The process of evaluating candidates for members of the Board of Directors is carried out by the Nomination and Remuneration Committee. Subsequently, candidates for the Board of Directors are submitted to the GMS for approval from the Shareholders in accordance with the provisions of the Articles of Association of the Company.

## RISK MONITORING COMMITTEE

The ELNUSA Risk Monitoring Committee was formed to assist the duties of the Board of Commissioners in an effort to identify, map, analyze and mitigate risks for all ELNUSA business processes aimed at preventing and minimizing risks. Besides, the Risk Monitoring Committee prepares a written report on each assignment given by the Board of Commissioners. Reports on the implementation of the Risk Oversight Committee's activities and their level of performance achievement to be disclosed in the Company's Annual Report.

### General Requirements for Becoming a Risk Monitoring Committee Member

Members of the Risk Monitoring Committee must understand the business activities of the Company and the Group, and have adequate knowledge and experience in accordance with their educational background, and be able to communicate well.

### Term of Office

Committee members who are not members of the board of commissioners are appointed and dismissed by the board of commissioners with a service period not longer than the term of office of the board of commissioners who appointed them or a maximum of 3 (three) years and their membership period can be extended without prejudice to the right of the board of commissioners to dismiss them at any time.

### Risk Monitoring Committee Membership

In accordance with the Risk Monitoring Committee Work Guidelines (Charter), members of the Risk Monitoring Committee consist of at least three members who come from members of the Board

Perseroan. Komite Pemantau Risiko diangkat dan diberhentikan oleh Dewan Komisaris.

Per 31 Desember 2020, komposisi dan susunan Komite Pemantau Risiko terdiri dari 1 (satu) orang ketua dan 3 (tiga) orang anggota dengan susunan Komite Pemantau Risiko sebagai berikut:

of Commissioners and Parties from outside the Company. The Risk Monitoring Committee is appointed and dismissed by the Board of Commissioners.

As of December 31, 2020, the composition and composition of the Risk Monitoring Committee consisted of 1 (one) chairman and 3 (three) members with the following composition of the Risk Monitoring Committee:

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis	Masa Jabatan Term of Office	Periode Jabatan Position Period
Antonius Ratdomopurbo	Ketua Komite / Komisaris Head of Audit Committee/ Commissioner	SK Dewan Komisaris No. 003 Tahun 2019 Letter of Board of Commissioners No. 003 Year 2019	2019-2022	Ke-1
Lusiaga Levi Susila <sup>1)</sup>	Anggota / Komisaris Independen Member/Independent Commissioner	SK Dewan Komisaris No. 002 Tahun 2018 Letter of Board of Commissioners No. 002 Year 2018	2018-2021	Ke-1
Reynold M. Batubara <sup>1)</sup>	Anggota Member	SK Dewan Komisaris No. 002 Tahun 2020 Letter of Board of Commissioners No. 002 Year 2020	2020-2023	Ke-1
Eddy Rachmadi <sup>1)</sup>	Anggota Member	SK Dewan Komisaris No. 002 Tahun 2020 Letter of Board of Commissioners No. 002 Year 2020	2020-2023	Ke-1
Adil Nusyirwan <sup>2)</sup>	Anggota Member	SK Dewan Komisaris No. 004 Tahun 2019 Letter of Board of Commissioners No. 004 Year 2019	2019-2022	Ke-2
Serena K. Ferdinandus <sup>2)</sup>	Anggota Member	SK Dewan Komisaris No. 004 Tahun 2018 Letter of Board of Commissioners No. 004 Year 2018	2018-2021	Ke-2

<sup>1)</sup> Efektif sejak Februari 2020

<sup>2)</sup> Tidak efektif sejak Februari 2020

<sup>1)</sup> Effective February 2020

<sup>2)</sup> Ineffective since February 2020

## Profil Anggota Komite Pemantau Risiko yang Bukan Komisaris

## Profile of Risk Monitoring Committee Members who are not Commissioners



### Reynold M. Batubara

Anggota  
Member

Periode Jabatan/Term of Office:  
2020-2023 Periode 1/1st Period

#### Data Pribadi

Warga negara Indonesia  
Usia 64 tahun  
Kelahiran Palembang 04/06/1956

#### Domisili

Tangerang Selatan, Provinsi Banten, Indonesia

#### Pendidikan

Sarjana Ekonomi, Jurusan Akuntansi, Universitas Indonesia (1983)

#### Pengalaman Kerja

Memiliki pengalaman panjang sebagai auditor di berbagai perusahaan terkemuka. Beliau pernah bergabung dengan Arthur Young International (1980-1987) sebagai Senior Auditor, lalu dengan Moret, Ernst & Young Netherland, Amsterdam (1987-1990) sebagai Senior Auditor, Audit Manager di Ernst & Young International (1990-1993), Head of Internal Audit di Standard Chartered Bank (1993-1994), Country Head Group Audit di ABN AMRO Bank NV Indonesia (1994-2007), Komite Audit & Manajemen Risiko PT Maybank Syariah Indonesia (2008-2019) dan anggota Komite Tatakelola Perusahaan Terpadu (Integrated Corporate Governance) di BNP Paribas (sejak 2016-Maret 2021).

Beliau juga saat ini menduduki posisi sebagai Komisaris dan anggota Komite Audit di sejumlah perusahaan, seperti PT Smartfren Telecom Tbk (sejak Oktober 2009), PT Paramitra Alfa Sekuritas (sejak Desember 2009), PT Atlas Resources Tbk (sejak April 2012), PT Chandra Asri (sejak September 2015), PT Asuransi Etiga International (sejak Oktober 2019) dan sebagai Anggota Komite Audit dan Komite Pemantau Risiko PT Net Bank Syariah Indonesia (sejak Februari 2020).

#### Personal Data

Indonesian citizens  
64 years old  
Born in Palembang 04/06/1956

#### Domicile

South Tangerang, Banten Province, Indonesia

#### Education

Bachelor of Economics, Department of Accounting, University of Indonesia (1983)

#### Work Experience

He has long experience as an auditor in various leading companies. He joined Arthur Young International (1980-1987) as Senior Auditor, then with Moret, Ernst & Young Netherland, Amsterdam (1987-1990) as Senior Auditor, Audit Manager at Ernst & Young International (1990-1993), Head of Internal Audit at Standard Chartered Bank (1993-1994), Country Head Group Audit at ABN AMRO Bank NV Indonesia (1994-2007), Audit & Risk Management Committee of PT Maybank Syariah Indonesia (2008-2019) and members of the Integrated Corporate Governance Committee (Integrated Corporate Governance) at BNP Paribas (from 2016-March 2021).

He is also currently serving as a Commissioner and member of the Audit Committee in a number of companies, such as PT Smartfren Telecom Tbk (since October 2009), PT Paramitra Alfa Sekuritas (since December 2009), PT Atlas Resources Tbk (since April 2012), PT Chandra Asri (since September 2015), PT Asuransi Etiga International (since October 2019) and as a Member of the Audit Committee and Risk Monitoring Committee of PT Net Bank Syariah Indonesia (since February 2020).

## Eddy Rachmadi

Anggota  
Member

Periode Jabatan/Term of Office:  
2020-2023 Periode 1/1st Period



### Data Pribadi

Warga negara Indonesia  
Usia 63 tahun  
Kelahiran Jakarta 26/07/1957

### Domisili

Jakarta Barat, Provinsi DKI Jakarta, Indonesia

### Pendidikan

Sarjana Ekonomi, Jurusan Manajemen, Universitas UPN Veteran Jakarta (1997)

### Pengalaman Kerja

Beliau saat ini menjabat sebagai Komite Audit di PT Jamkrindo Syariah. Sebelumnya beliau juga pernah menjabat sebagai *Department Head Audit Distribution* di PT Bank Mandiri (Persero) Tbk (2013).

### Personal Data

Indonesian citizens  
63 years old  
Born in Jakarta 26/07/1957

### Domicile

West Jakarta, DKI Jakarta Province, Indonesia

### Education

Bachelor of Economics, Department of Management, UPN Veteran University Jakarta (1997)

### Work Experience

He currently serves as the Audit Committee at PT Penjaminan Jamkrindo Syariah and has served as Head of Audit at Kresna Group (2015). Previously, he also served as Department Head of Audit Distribution at PT Bank Mandiri (Persero) Tbk (2013).

### Independensi Komite Pemantau Risiko

Dalam upaya untuk dapat menjaga independensi setiap anggota Komite, setiap tahun masing-masing anggota Komite Penunjang Dewan Komisaris memberikan pernyataan independensi.

### Independence of the Risk Monitoring Committee

In an effort to be able to maintain the independence of each member of the Committee, every year each member of the Supporting Committee of the Board of Commissioners provides a statement of independence.

Aspek Independensi Aspect of Independence	Antonius Ratdomopurbo	Lusiaga Levi Susila	Reynold M. Batubara <sup>1)</sup>	Eddy Rachmadi <sup>1)</sup>	Adil Nusyirwan <sup>2)</sup>	Serena K. Ferdinandus <sup>2)</sup>
Tidak mempunyai saham langsung maupun tidak langsung di ELNUSA Has no direct or indirect share in ELNUSA	√	√	√	√	√	√
Keluarga tidak mempunyai saham langsung maupun tidak langsung di ELNUSA Has no family who has direct or indirect share in ELNUSA	√	√	√	√	√	√
Tidak mempunyai hubungan Afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama ELNUSA Has no affiliation with member of the Board of Commissioners, Board of Directors, or Main Shareholders of ELNUSA	√	√	√	√	√	√
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha ELNUSA Has no business relation both direct or indirect related to business activities of ELNUSA	√	√	√	√	√	√
Tidak merangkap jabatan sebagai anggota komite lainnya di ELNUSA Has no concurrent position as other Committee member in ELNUSA	√	√	√	√	√	√
Tidak menjabat sebagai pengurus partai politik dan/atau calon/anggota legislatif dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah Did not serve as political parties administrator and/or candidate/member of legislative and/or candidate or serve as regional government head/deputy	√	√	√	√	√	√

Aspek Independensi Aspect of Independence	Antonius Ratdomopurbo	Lusiaga Levi Susila	Reynold M. Batubara <sup>1)</sup>	Eddy Rachmadi <sup>1)</sup>	Adil Nusyirwan <sup>2)</sup>	Serena K. Ferdinandus <sup>2)</sup>
Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di ELNUSA Has no other position that can caused conflict of interest related to position in ELNUSA	√	√	√	√	√	√
			<sup>1)</sup> Efektif sejak Februari 2020		<sup>1)</sup> Effective February 2020	<sup>2)</sup> Tidak efektif sejak Februari 2020
					<sup>2)</sup> Ineffective since February 2020	

### Pedoman Kerja Komite Pemantau Risiko

Agar Komite Pemantau Risiko dapat berperan secara efisien dan efektif, maka disusun Pedoman Kerja Komite Pemantau Risiko yang dimutakhirkan dan disahkan terakhir oleh Dewan Komisaris pada tanggal 29 Juli 2016 serta telah dipublikasikan di situs ELNUSA. Pedoman Kerja tersebut mencakup struktur keanggotaan, persyaratan keanggotaan termasuk persyaratan kompetensi dan independensi, tugas, tanggung jawab dan wewenang, serta rapat, pelaporan dan anggaran.

### Kode Etik Komite Pemantau Risiko

Setiap anggota Komite Pemantau Risiko berkomitmen memberikan kemampuan terbaiknya dan mematuhi kode etik yang berlaku, dengan mengutamakan integritas, independensi, objektivitas, kejujuran, dan komitmen terhadap prinsip-prinsip GCG.

### Tugas dan Tanggung Jawab Komite Pemantau Risiko

Tugas dan Tanggung Jawab Komite Pemantau Risiko berpedoman pada Pedoman Kerja Komite Pemantau Risiko, di antaranya adalah:

1. Review dan memberikan rekomendasi atas efektivitas pelaksanaan Pemantau risiko Perusahaan dan atas rencana investasi Perusahaan yang material yang dilakukan oleh Divisi Risk Management;
2. Pengawasan atas kegiatan dan pelaksanaan rekomendasi Komite Pemantau Risiko oleh Divisi Risk Management dalam memantau pelaksanaan mitigasi risiko oleh unit-unit kerja terkait;
3. Analisis dan evaluasi atas RKAP dan *review*

### Risk Monitoring Committee Work Guidelines

In order for the Risk Monitoring Committee to play an efficient and effective role, a Risk Monitoring Committee Work Guidelines were prepared which was updated and endorsed by the Board of Commissioners on July 29, 2016 and has been published on the ELNUSA website. The Work Guidelines cover membership structure, membership requirements including competency and independence requirements, duties, responsibilities and authorities, and meetings, reporting and budget.

### Risk Oversight Committee Code of Conduct

Each member of the Risk Monitoring Committee is committed to giving their best and complying with the applicable code of conduct, by prioritizing integrity, independence, objectivity, honesty, and commitment to the principles of GCG.

### Duties and Responsibilities of the Risk Monitoring Committee

The Duties and Responsibilities of the Risk Monitoring Committee are guided by the Risk Monitoring Committee Work Guidelines, including:

1. Review and provide recommendations on the effectiveness of the implementation of the Company's risk monitoring and on the Company's material investment plans carried out by the Risk Management Division;
2. Oversight of the activities and implementation of the Risk Monitoring Committee's recommendations by the Risk Management Division in monitoring the implementation of risk mitigation by related work units;
3. Analysis and evaluation of the RKAP and annual



- tahunan atas RJPP yang diajukan oleh Direksi, termasuk usulan setoran modal dan rencana investasi di Anak Perusahaan;
4. Penelaahan melalui diskusi bersama Pemantau atas informasi risiko dan Pemantau risiko Perusahaan;
  5. Pembahasan atas risiko-risiko penting Perusahaan, termasuk risiko pada perjanjian dengan pihak ketiga yang dalam lingkup kewenangan pengawasan Dewan Komisaris.

#### **Pembagian Tugas dan Tanggung Jawab dalam Keanggotaan Komite Pemantau Risiko**

Anggota Komite Pemantau Risiko terdiri dari 4 (empat) orang yang berlatar belakang pendidikan manajemen, akuntansi maupun teknik serta mempunyai pengalaman kerja yang beragam. Sifat pekerjaan Komite Pemantau Risiko adalah kolektif kolegial. Dengan demikian, pelaksanaan tugas Komite Pemantau Risiko dapat dilakukan secara bersama-sama sesuai dengan latar belakang pendidikan dan kompetensi yang dimiliki dari masing-masing anggota Komite Pemantau Risiko.

#### **Pengembangan Kompetensi Komite Pemantau Risiko**

Perseroan mengikutsertakan Komite Pemantau Risiko dalam kegiatan pengembangan kompetensi sebagai bentuk program untuk menambah wawasan dan pengetahuan. Tentang daftar kegiatan pelatihan dan peningkatan kompetensi yang diikuti Komite Pemantau Risiko di sepanjang tahun 2020 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

#### **Rapat Komite Pemantau Risiko**

Rapat Komite Pemantau Risiko tercantum dalam Charter Pemantau Risiko. Komite Pemantau Risiko sekurang-kurangnya mengadakan rapat 1 (satu) kali dalam 3 (tiga) bulan yang dihadiri oleh Ketua, anggota Komite Pemantau Risiko dan dapat mengundang Divisi Risk Management ataupun pihak terkait lainnya sesuai kebutuhan.

Di tahun 2020, Komite Pemantau Risiko menyelenggarakan rapat sebanyak 11 (sebelas) kali rapat dan rekapitulasi tingkat kehadiran Komite Nominasi dan Remunerasi dalam rapat-rapat tersebut.

- review of the RJPP proposed by the Board of Directors, including the proposed capital injection and investment plans in the Subsidiary;
4. Review through discussions with monitors of risk information and corporate risk monitors;
  5. Discussion on the Company's significant risks, including risks in agreements with third parties that are within the scope of the supervisory authority of the Board of Commissioners.

#### **Division of Duties and Responsibilities in the Risk Monitoring Committee Membership**

The Risk Monitoring Committee consists of 4 (four) people with educational backgrounds in management, accounting and engineering and have various work experiences. The nature of the work of the Risk Oversight Committee is a collegial collective. Thus, the implementation of the duties of the Risk Monitoring Committee can be carried out jointly according to the educational background and competencies of each member of the Risk Monitoring Committee.

#### **Risk Monitoring Committee Competency Development**

The Company engages the Risk Monitoring Committee in competency development activities as a form of program to gain insight and knowledge. The list of training and competency improvement activities that the Risk Monitoring Committee participated in throughout 2020 can be seen in the Company Profile chapter in this annual report.

#### **Risk Monitoring Committee Meetings**

Risk Monitoring Committee meetings are listed in the Risk Monitoring Charter. The Risk Monitoring Committee holds at least 1 (one) meeting every 3 (three) months which is attended by the Chairman, members of the Risk Monitoring Committee and may invite the Risk Management Division or other related parties as needed.

In 2020, the Risk Monitoring Committee held 11 (eleven) meetings and recapitulated the attendance level of the Nomination and Remuneration Committee at these meetings.

Nama Name	Jabatan Position	20-Jan	06-Feb	18-Feb	23-Mar	19-Jun	02-Jul	18-Nov	25-Nov	26-Nov	21-Dec	22-Dec	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Number of Attendance	Persentase Kehadiran Attendance Percentage
Antonius Ratdomopurbo	Ketua Chairmen	V	V	V	V	V	V	V	V	V	V	V	11	11	100%
Lusiaga Levi Susila	Anggota Member	V	V	V	V	V	V	V	V	V	V	V	11	11	100%
Reynold M. Batubara <sup>1)</sup>	Anggota Member			V	V	V	V	V	V	V	V	V	9	9	100%
Eddy Rachmadi <sup>1)</sup>	Anggota Member			V	V	V	V	V	V	V	V	V	9	9	100%
Adil Nusyirwan <sup>2)</sup>	Anggota Member	V	V										2	2	100%
Serena K. Ferdinandus <sup>2)</sup>	Anggota Member	V	V										2	2	100%

**Rata-rata kehadiran Komite Pemantau Risiko**

Average attendance of the Risk Monitoring Committee

**100%**

1) Efektif sejak Februari 2020

2) Tidak efektif sejak Februari 2020

<sup>1)</sup> Effective February 2020

<sup>2)</sup> Ineffective since February 2020

### Agenda Rapat Komite Pemantau Risiko

Dengan total 11 (sebelas) kali rapat terkait agenda pembahasannya adalah mengenai pengelolaan risiko, Revisi RKAP Tahun 2020 maupun RKAP Tahun 2021, corporate action seperti investasi, pengembangan usaha, fasilitas kredit maupun penerbitan sukuk, program kerja Komite Pemantau Risiko dan Divisi Risk Management Elnusa serta agenda lainnya.

### Remunerasi Komite Pemantau Risiko

Penentuan jumlah remunerasi Komite Pemantau Risiko ditetapkan dengan mengacu pada Peraturan Menteri BUMN Nomor PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara yang mengatur bahwa penghasilan anggota Komite, yakni berupa honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama Perusahaan dengan ketentuan pajak ditanggung Perusahaan dan tidak diperkenankan menerima penghasilan lain selain honorarium tersebut. Anggota Dewan Komisaris yang menjadi Ketua/anggota Komite Pemantau Risiko tidak diberikan penghasilan tambahan dari jabatan tersebut.

### Risk Monitoring Committee Meeting Agenda

With a total of 11 (eleven) meetings related to the discussion agenda, namely regarding risk management, Revised RKAP 2020 and RKAP 2021, corporate actions such as investment, business development, credit facilities and issuance of sukuk, work programs of the Risk Monitoring Committee and the Risk Management Division of Elnusa and other agenda.

### Risk Monitoring Committee Remuneration

Determination of the amount of remuneration for the Risk Monitoring Committee is determined by referring to the Regulation of the Minister of SOE Number PER-12/MBU/2012 concerning the Supporting Organs of the Board of Commissioners/Supervisory Board for State-Owned Enterprises which stipulates that the income of Committee members, namely in the form of a maximum honorarium of 20% (twenty percent) of the salary of the President Director of the Company, provided that the tax is borne by the Company and is not allowed to receive other income other than the honorarium. Members of the Board of Commissioners who become Chairman/members of the Risk Monitoring Committee are not given additional income from the position.

### Pelaksanaan Tugas Komite Pemantau Risiko

Selama tahun 2020, Komite Pemantau Risiko telah melaksanakan tugas dan tanggung jawabnya sesuai Pedoman Kerja Komite Pemantau Risiko serta Program Kerja Komite Pemantau Risiko 2020.

Adapun realisasi pelaksanaan tugas Komite Pemantau Risiko di tahun 2020 di antaranya:

1. Kajian atas Revisi RKAP Perubahan tahun 2020 karena pengaruh Pandemi Covid-19;
2. Menyampaikan rekomendasi berkaitan dengan aspek manajemen risiko kepada Dewan Komisaris atas kebijakan yang telah diterapkan.
3. Melakukan *monitoring* dan *review* terhadap usulan investasi Direksi maupun usulan penerbitan sukuk ijarah. Selanjutnya memberikan masukan kepada Dewan Komisaris sebagai bahan dalam penyusunan rekomendasi kepada Direksi.
4. Melaksanakan tugas dan tanggung jawab lain yang diberikan oleh Dewan Komisaris dari waktu ke waktu.
5. Melakukan evaluasi atas penerapan dan implementasi Enterprise Risk Management (ERM) Perusahaan.

### Rekomendasi Komite Pemantau Risiko kepada Dewan Komisaris

Sesuai dengan Piagam Komite Pemantau Risiko yang telah disahkan pada tahun 2015, salah satu tugas Komite Pemantau Risiko adalah memberikan masukan kepada Dewan Komisaris sebagai bahan dalam penyusunan rekomendasi kepada Direksi.

Untuk itu pada tahun 2020, rekomendasi yang diberikan Komite Pemantau Risiko antara lain rekomendasi atas RKAP Tahun 2020, rencana investasi Perseroan dan evaluasi penerapan kebijakan pengelolaan manajemen risiko Perseroan.

### Implementation of Duties of the Risk Monitoring Committee

During 2020, the Risk Monitoring Committee has carried out its duties and responsibilities in accordance with the Risk Monitoring Committee Work Guidelines and the 2020 Risk Monitoring Committee Work Program.

The realization of the implementation of the Risk Oversight Committee's duties in 2020 includes:

1. Review of Revised RKAP Changes in 2020 due to the influence of the Covid-19 Pandemic;
2. Delivering recommendations related to risk management aspects to the Board of Commissioners regarding the policies that have been implemented.
3. Monitoring and reviewing the Board of Directors' investment proposals and the proposed sukuk ijarah issuance. Furthermore, providing input to the Board of Commissioners as material in the preparation of recommendations to the Board of Directors.
4. Carry out other duties and responsibilities assigned by the Board of Commissioners from time to time.
5. Evaluating the application and implementation of Enterprise Risk Management (ERM) in the Company.

### Recommendation from the Risk Monitoring Committee to the Board of Commissioners

In accordance with the Risk Monitoring Committee Charter which was ratified in 2015, one of the duties of the Risk Monitoring Committee is to provide input to the Board of Commissioners as material in the preparation of recommendations to the Board of Directors.

For this reason, in 2020, the recommendations given by the Risk Monitoring Committee include recommendations for the 2020 RKAP, the Company's investment plan and evaluation of the implementation of the Company's risk management policies.

### Pelaporan

Piagam Komite Pemantau Risiko mengatur bahwa Komite Pemantau Risiko wajib menyampaikan laporan berikut kepada Dewan Komisaris:

1. Komite menyampaikan laporan atas aktifitas Komite kepada Dewan Komisaris secara berkala sekurang-kurangnya 1 (satu) kali dalam setahun atau atas permintaan Dewan Komisaris melaporkan hasil kerjanya kepada Dewan Komisaris.
2. Laporan Komite tersebut merupakan bagian dari laporan pelaksanaan tugas Dewan Komisaris dan disampaikan dalam Rapat Umum Pemegang Saham.

### Pencapaian KPI Komite Pemantau Risiko

Penilaian kinerja Komite Pemantau Risiko dilakukan setidaknya 1 (satu) tahun sekali, dengan mempertimbangkan efektivitas Komite Pemantau Risiko dalam menjalankan fungsinya, tingkat kehadiran dalam rapat, dan tingkat pemahaman akan masalah yang dihadapi Perusahaan.

### Reporting

The Risk Monitoring Committee Charter stipulates that the Risk Monitoring Committee is obliged to submit the following reports to the Board of Commissioners:

1. The Committee submits reports on the activities of the Committee to the Board of Commissioners periodically at least 1 (one) time a year or at the request of the Board of Commissioners to report its work results to the Board of Commissioners.
2. The Committee Report is part of the report on the implementation of duties of the Board of Commissioners and is submitted at the General Meeting of Shareholders.

### Achievement of Risk Monitoring Committee KPIs

Assessment of the performance of the Risk Monitoring Committee is carried out at least once a year, taking into account the effectiveness of the Committee Risk Monitoring in carrying out its functions, the level of attendance at meetings, and the level of understanding of the problems faced by the Company.

## ORGAN PENDUKUNG DIREKSI

### SUPPORTING ORGANS OF THE BOARD OF DIRECTORS



#### SEKRETARIS PERUSAHAAN

Sebagai perusahaan publik, Perseroan wajib memiliki fungsi Sekretaris Perusahaan sesuai dengan Peraturan Otoritas Jasa Keuangan Nomor 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik. Sekretaris Perusahaan mempunyai tugas dan tanggung jawab dalam memfasilitasi komunikasi antara organ Perseroan, bertanggung jawab dalam penyusunan kebijakan, perencanaan serta memastikan efektivitas dan transparansi komunikasi perusahaan, hubungan kelembagaan, hubungan investor dan pelaku pasar modal lainnya dengan tetap memperhatikan prinsip standar etika Perusahaan, prinsip tata kelola Perusahaan, dan nilai-nilai Perusahaan.

Sekretaris Perusahaan bertanggung jawab langsung kepada Direksi serta diangkat dan diberhentikan berdasarkan Keputusan Direksi berdasarkan mekanisme internal Perusahaan dengan persetujuan Dewan Komisaris.

#### CORPORATE SECRETARY

As a public company, the Company is required to have a Corporate Secretary function in accordance with the Financial Services Authority Regulation No. 35/POJK.04/2014 concerning Corporate Secretary Issuers or Public Companies. The Corporate Secretary has the duty and responsibility in facilitating communication between the Company's organs, is responsible for formulating policies, planning and ensuring the effectiveness and transparency of company communications, institutional relations, investor relations and other capital market players while taking into account the principles of the Company's ethical standards, governance principles Company, and Company values.

The Corporate Secretary is directly responsible to the Directors and is appointed and dismissed based on the Directors' Decree based on the Company's internal mechanism with the approval of the Board of Commissioners.

### Pihak yang Mengangkat dan Memberhentikan Sekretaris Perusahaan

Sekretaris Perusahaan merupakan pejabat senior Perseroan yang diangkat secara khusus untuk melaksanakan fungsi Sekretaris Perusahaan serta diangkat dan diberhentikan oleh Direktur Utama berdasarkan mekanisme internal Perseroan dengan persetujuan Dewan Komisaris. Sekretaris Perusahaan bertanggung jawab dan melaporkan kegiatannya langsung kepada Direktur Utama. Sekretaris Perusahaan dilarang merangkap jabatan apapun di emiten atau perusahaan publik lain.

### Kualifikasi Pejabat Sekretaris Perusahaan

Sekretaris Perusahaan harus memenuhi persyaratan paling kurang:

1. Cakap melakukan perbuatan hukum
2. Memiliki pengetahuan dan pemahaman di bidang hukum, keuangan dan tata kelola perusahaan
3. Memahami kegiatan usaha Perseroan
4. Dapat berkomunikasi dengan baik
5. Berdomisili di Indonesia

### Pejabat Sekretaris Perusahaan

Penetapan Pejabat Sekretaris Perusahaan sesuai dengan Keputusan Direksi SK No.016/EN/KPTS/000D/2019 yang mengangkat Ari Wijaya sebagai Sekretaris Perusahaan dan telah mendapat persetujuan Dewan Komisaris. Pengangkatan Sekretaris Perusahaan telah dipublikasikan di situs web Perseroan dan dilaporkan kepada OJK pada 2 November 2019 untuk memenuhi Peraturan OJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.

### The Party that Appoints and Dismisses the Corporate Secretary

Sekretaris Perusahaan merupakan pejabat senior Perseroan yang diangkat secara khusus untuk melaksanakan fungsi Sekretaris Perusahaan serta diangkat dan diberhentikan oleh Direktur Utama berdasarkan mekanisme internal Perseroan dengan persetujuan Dewan Komisaris. Sekretaris Perusahaan bertanggung jawab dan melaporkan kegiatannya langsung kepada Direktur Utama. Sekretaris Perusahaan dilarang merangkap jabatan apapun di emiten atau perusahaan publik lain.

### Qualification of Acting Corporate Secretary

The Corporate Secretary must meet the following requirements:

1. Competent in carrying out legal actions
2. Having knowledge and understanding in the fields of law, finance and corporate governance
3. Understand the Company's business activities
4. Able to communicate well
5. Domiciled in Indonesia

### Acting Corporate Secretary

Determination of the Acting Secretary of the Company in accordance with the Decree of the Board of Directors No.016/EN/KPTS/000D/2019 which appointed Ari Wijaya as Corporate Secretary and was approved by the Board of Commissioners. The appointment of the Corporate Secretary has been published on the Company's website and reported to the OJK on November 2, 2019 to comply with OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies.

**Ari Wijaya\***

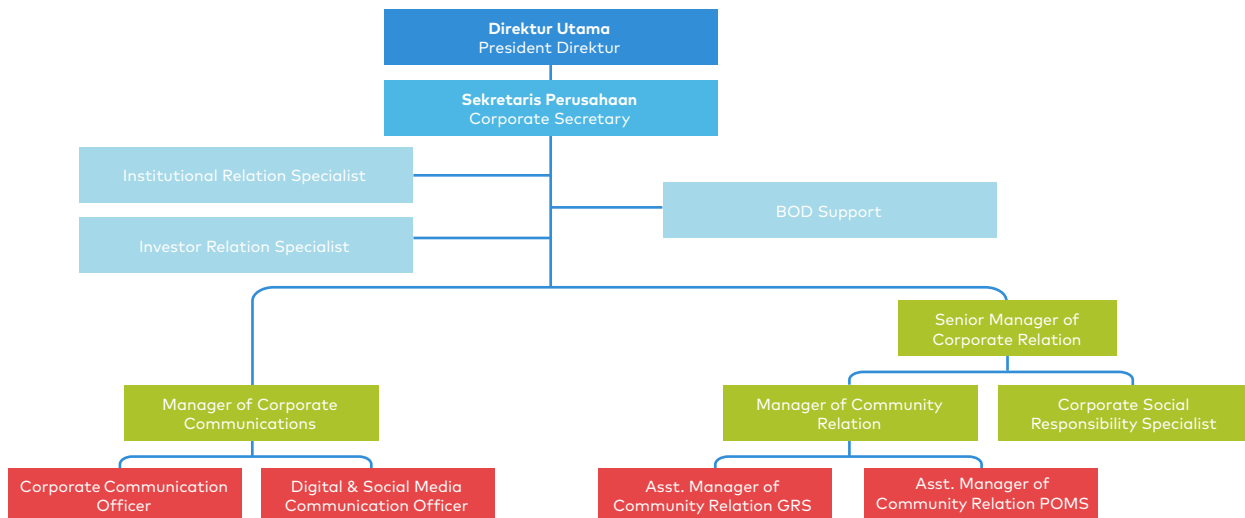
Sekretaris Perusahaan  
Corporate Secretary



<b>Usia</b> Age	51 tahun 51 years
<b>Tempat &amp; Tanggal Lahir</b> Place & Date of Birth	Malang, 23 Maret 1970 Malang, March 23, 1970
<b>Kewarganegaraan</b> Citizenship	Indonesia
<b>Riwayat Pendidikan</b> Education History	<ul style="list-style-type: none"> <li>• S1 lulus 1994: Teknik Mesin/Produksi, Universitas Brawijaya.</li> <li>• S2 lulus 2009 : Magister Manajemen/Produksi, Universitas Trisakti.</li> <li>• Bachelor's Degree in Machine/Production Engineering, Brawijaya University.</li> <li>• Master's Degree in Management/Production, Trisakti University.</li> <li>• 2017 : Accredited Supply Chain Analyst, American Academy</li> </ul>
<b>Dasar Hukum Penunjukan Sekretaris Perusahaan</b> Legal Basis for Appointment of Corporate Secretary	SK No.016/EN/KPTS/000D/2019 Decree No.016/EN/KPTS/000D/2019
<b>Riwayat Jabatan</b> Occupational Position History	<ul style="list-style-type: none"> <li>• 1994-1996 : Production Supervisor, PT Cipta Piranti Teknik (Astra Group)</li> <li>• 1996-2003 : Supply Services Manager, PT Gillette Indonesia</li> <li>• 2003-2005 : Supply Chain Manager, PT Nippon Indosari Corpindo (SariRoti)</li> <li>• 2005-2007 : Procurement Manager, PT Semen Andalas Indonesia (Lafarge Cement)</li> <li>• 2007-2009 : Sourcing &amp; Supplier Development Manager, PT Danone Indonesia.</li> <li>• 2009-2012 : Strategic Sourcing &amp; Performance Manager, PT Elnusa Tbk</li> <li>• 2012-2013 : Division Head of Procurement &amp; Asset Management, PT Elnusa, Tbk.</li> <li>• 2013-2015 : Vice President of Procurement, General Affairs and Property Management, PT Elnusa Tbk</li> <li>• 2015-2017 : Presiden Direktur PT Elnusa Daya Kreatif (Group of Elnusa)</li> <li>• 2017-2019 : Vice President of Property Management &amp; General Affairs, PT Elnusa Tbk</li> <li>• 1994-1996: Production Supervisor, PT Cipta Piranti Teknik (Astra Group)</li> <li>• 1996-2003: Supply Services Manager, PT Gillette Indonesia</li> <li>• 2003-2005: Supply Chain Manager, PT Nippon Indosari Corpindo (SariRoti)</li> <li>• 2005-2007: Procurement Manager, PT Semen Andalas Indonesia (Lafarge Cement)</li> <li>• 2007-2009: Sourcing &amp; Supplier Development Manager, PT Danone Indonesia.</li> <li>• 2009-2012: Strategic Sourcing &amp; Performance Manager, PT Elnusa Tbk</li> <li>• 2012-2013: Division Head of Procurement &amp; Asset Management, PT Elnusa, Tbk.</li> <li>• 2013-2015: Vice President of Procurement, General Affairs and Property Management, PT Elnusa Tbk</li> <li>• 2015-2017: President Director of PT Elnusa Daya Kreatif (Group of Elnusa)</li> <li>• 2017-2019: Vice President of Property Management &amp; General Affairs, PT Elnusa Tbk</li> </ul>
<b>Domisili</b> Domicile	Tangerang Selatan, Banten South Tangerang, Banten

\* Ari Wijaya Resmi Menjabat Sebagai Sekretaris Perusahaan Per 1 November 2019.

\* Ari Wijaya was officially appointed as Company Secretary in November 1, 2019.

**Struktur Organisasi Sekretaris Perusahaan**
**Organizational Structure of the Corporate Secretary**


Struktur organisasi Sekretaris Perusahaan ditetapkan sesuai Keputusan Direksi No. 269/EN/KPTS/000D/2019 tanggal 1 November 2019, jumlah karyawan yang tergabung dalam unit Sekretaris Perusahaan sebanyak 23 orang.

The organizational structure of the Corporate Secretary is determined in accordance with Directors Decree No. 269/EN/KPTS/000D/2019 dated November 1, 2019, the number of employees who are members of the Corporate Secretary unit is 23 people.

Jabatan Position	Jumlah (orang) Total (person)
Sekretaris Perusahaan Corporate Secretary	1
BOD Support	-
Institutional Relation Specialist	1
Investor Relation Specialist	1
Senior Manager of Corporate Relation	1
Corporate Social Responsibility Specialist	1
Manager of Corporate Communication	1
Corporate Communication Officer	2
Digital & Social Media Communication Officer	1
Manager of Community Relation	1
Assistant Manager of Community Relation GRS	1
Senior Humas Senior Public Relation	2
Humas Public Relation	12
Junior Humas Junior Public Relation	1
Assistant Manager of Community Relation OFS & EPC OM	1
<b>Jumlah Total</b>	<b>27</b>



### Piagam Sekretaris Perusahaan

Sebagai perusahaan publik yang sahamnya tercatat pada Bursa Efek Indonesia dengan kode emiten ELSA, Perseroan wajib memiliki Sekretaris Perusahaan sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan Nomor 35/PPOJK.04/2014 tanggal 8 Desember 2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik serta Peraturan Bursa Efek Indonesia Nomor I-A Lampiran Surat Keputusan Direksi Bursa Efek Indonesia Nomor Kep.00001/BEI/01-2014 tanggal 20 Januari 2014.

Dalam Piagam Sekretaris Perusahaan menyatakan bahwa pembentukan fungsi Sekretaris Perusahaan dan penerbitan Piagam Sekretaris Perusahaan dimaksudkan utamanya untuk memastikan bahwa tindakan Perusahaan sejalan dengan prinsip dan aturan tata kelola yang telah diadopsi oleh Perusahaan serta sesuai dengan peraturan perundang-undangan yang berlaku.

Piagam Sekretaris Perusahaan disahkan oleh Direksi Perseroan guna menjadi pedoman dan bisa dapat ditinjau kembali guna dilakukan penyesuaian sesuai dengan perkembangan Perseroan dan perubahan peraturan perundang-undangan yang berlaku. Piagam ini memuat hal-hal di antaranya;

1. Latar Belakang
2. Tujuan
3. Struktur dan Kedudukan Sekretaris Perusahaan,
4. Persyaratan Sekretaris Perusahaan
5. Tugas dan Tanggung Jawab Sekretaris Perusahaan
6. Pengunduran Diri/Pemberhentian Sekretaris Perusahaan

### Tugas dan Tanggung Jawab Sekretaris Perusahaan

Tugas dan tanggung jawab Sekretaris Perusahaan tercantum dalam Uraian Jabatan tanggal 26 Mei 2015 di mana Sekretaris Perusahaan memiliki lima fungsi utama dalam mendukung hubungan Perusahaan dengan stakeholders, yaitu:

1. Sebagai pejabat penghubung.
2. Sebagai komunikator perusahaan.
3. Sebagai pelaksana GCG.
4. Sebagai penatausahaan dokumen perusahaan.
5. Sebagai pusat informasi dan publikasi resmi perusahaan.

Tugas dan tanggung jawab Sekretaris Perusahaan telah disesuaikan dengan Peraturan Otoritas Jasa Keuangan Nomor 35/POJK.04/2014, sebagai berikut:

### Corporate Secretary Charter

As a public company whose shares are listed on the Indonesia Stock Exchange with the issuer code ELSA, the Company is required to have a Corporate Secretary as regulated in Financial Services Authority Regulation No. 35/PPOJK.04/2014 dated December 8, 2014 concerning Corporate Secretary of Issuers or Public Companies and Stock Exchange Regulations Indonesia Number IA Attachment to Decree of the Board of Directors of the Indonesia Stock Exchange No. Kep.00001/BEI/01-2014 dated January 20, 2014.

The Corporate Secretary Charter states that the establishment of the Corporate Secretary function and the issuance of the Corporate Secretary Charter are intended primarily to ensure that the Company's actions are in line with the principles and governance rules that have been adopted by the Company and in accordance with applicable laws and regulations.

The Charter of the Corporate Secretary is ratified by the Directors of the Company in order to become a guideline and can be reviewed for adjustments in accordance with the development of the Company and changes in the legislation in force. This Charter contains matters including;

1. Background
2. Purpose
3. Structure and Position of the Corporate Secretary,
4. Requirements of the Corporate Secretary
5. Duties and Responsibilities of the Corporate Secretary
6. Resignation/Dismissal of the Corporate Secretary

### Duties and Responsibilities of the Corporate Secretary

The duties and responsibilities of the Corporate Secretary are listed in the Job Description dated May 26, 2015 in which the Corporate Secretary has five main functions in supporting the Company's relations with stakeholders, namely:

1. As a liaison official.
2. As a company communicator.
3. As a GCG implementer.
4. As the administration of company documents.
5. As the company's official information and publication center.

The duties and responsibilities of the Corporate Secretary have been adjusted to the Financial Services Authority Regulation Number 35/POJK.04/2014, as follows:

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. Persiapan, penyelenggaraan, penyediaan untuk Rapat Direksi, Rapat Dewan Komisaris, Rapat Umum Pemegang Saham (RUPS), serta monitoring pelaksanaan keputusan dalam Rapat Direksi, rapat Dewan Komisaris dan RUPS dan mengelola dan mengkoordinasikan sumber daya yang ada terkait hal tersebut.</li> <li>2. Menjadi gerbang informasi perusahaan dan pengelolaan berbagai <i>communications channel</i> (<i>email blast, internal magazine, website, intranet, press release</i>) baik untuk kepentingan internal maupun eksternal.</li> <li>3. Penyusunan strategi untuk peningkatan citra (<i>image</i>) dan kinerja perusahaan serta meredam isu negatif yang mungkin atau telah timbul dan mempunyai dampak terhadap citra, dan kinerja perusahaan.</li> <li>4. Memastikan perusahaan melakukan kepatuhan terhadap peraturan pasar modal dan melakukan <i>review</i> terhadap seluruh keterbukaan informasi yang dikeluarkan perusahaan terkait dengan ketentuan pasar modal tersebut.</li> <li>5. Penanggungjawab GCG (<i>Good Corporate Governance</i>) dengan pengaturan terkait pengawalan terhadap penerapan GCG Code dan CoC (<i>Code of Conduct</i>) Perusahaan.</li> <li>6. Pendamping kegiatan CSR (<i>Corporate Social Responsibility</i>) untuk komunitas internal maupun eksternal agar mendukung kegiatan operasi maupun pembentukan/ pengembangan citra positif perusahaan.</li> <li>7. Mengarahkan, mengelola, memonitor dan mengevaluasi seluruh kegiatan yang terkait dengan <i>corporate event</i> khususnya yang akan mempengaruhi citra perusahaan sesuai kebutuhan perusahaan.</li> <li>8. Bertanggung jawab atas pelaksanaan program pengenalan perusahaan bagi Dewan Komisaris dan Direksi yang baru diangkat.</li> </ol> | <ol style="list-style-type: none"> <li>1. Preparation, organization, provision for Board of Directors Meetings, Board of Commissioners Meetings, General Meeting of Shareholders (GMS), as well as monitoring the implementation of decisions in Board of Directors Meetings, Board of Commissioners and GMS meetings and manage and coordinate existing resources in this regard.</li> <li>2. Being a gateway for corporate information and management of various communications channels (email blasts, internal magazines, websites, intranets, press releases) for both internal and external purposes.</li> <li>3. Formulation of strategies to improve the image and company performance and reduce negative issues that may or have arisen and have an impact on the image, and company performance.</li> <li>4. Ensuring that the company complies with capital market regulations and conduct a review of all disclosure of information issued by the company related to the capital market regulations.</li> <li>5. Responsible for Good Corporate Governance (GCG) with arrangements related to oversight of the implementation of the Company's GCG Code and CoC (Code of Conduct).</li> <li>6. Companion of CSR (Corporate Social Responsibility) activities for internal and external communities to support operational activities and the formation/development of a positive corporate image.</li> <li>7. Directing, managing, monitoring and evaluating all activities related to corporate events especially those that will affect the image of the company according to company needs.</li> <li>8. Responsible for implementing the company introduction program for the newly appointed Board of Commissioners and Directors.</li> </ol> |
|---|--|

### Pengembangan Kompetensi Sekretaris Perusahaan

Perseroan memfasilitasi pelaksanaan program pengembangan bagi Sekretaris Perusahaan dalam rangka meningkatkan kompetensi. Program ini diharapkan mampu memberikan dampak positif terhadap produktivitas dan efektivitas kinerja Sekretaris Perusahaan.

Tentang kegiatan peningkatan kompetensi yang diikuti Sekretaris Perusahaan di sepanjang tahun 2020 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

### Competency Development of the Corporate Secretary

The Company facilitates the implementation of development programs for the Corporate Secretary in order to improve competence. The program is expected to have a positive impact on the productivity and effectiveness of the performance of the Corporate Secretary.

Concerning competency enhancement activities that were followed by the Corporate Secretary throughout 2020, can be seen in the chapter of the Company Profile in this annual report.

## Pelaksanaan Tugas Sekretaris Perusahaan 2020

Berikut adalah ringkasan realisasi kegiatan Sekretaris Perusahaan yang terkait dengan *Corporate Government*:

## Implementation of the Duties of the Corporate Secretary in 2020

The following is a summary of the realization of Corporate Secretary activities related to *Corporate Government*:

No.	Aktivitas Activity	Keterangan Description
1.	Kepatuhan kepada Peraturan Pasar Modal (Laporan Tahunan, laporan keuangan, laporan terkait RUPS, laporan registrasi pemegang efek dll). Compliance with Capital Market Regulations (Annual Reports, financial reports, reports related to GMS, registration of securities holders, etc.).	Bertujuan untuk memenuhi dan memastikan bawah Perseroan mematuhi peraturan yang berlaku untuk Perseroan sebagai public & listed company sesuai dengan peraturan yang ditetapkan oleh OJK dan BEI. Aims to meet and ensure that the Company complies with the regulations that apply to the Company as a public & listed company in accordance with the regulations set by the OJK and BEI.
2.	Manajemen registrasi pemegang saham. Shareholder registration management.	Melakukan manajemen registrasi pemegang saham dibantu dengan BAE Perseroan. Carrying out shareholder registration management assisted by the Company's BAE.
3.	Penyusunan program pengenalan Perusahaan kepada Dewan Komisaris baru. Preparation of the Company introduction program to the new Board of Commissioners.	Melaksanakan program pengenalan Perusahaan kepada Dewan Komisaris yang baru diangkat mengenai profil Perusahaan secara umum. Implement a Company introduction program to the newly appointed Board of Commissioners regarding the Company's profile in general.
4.	Pelaksanaan RUPS. Implementation of the GMS.	Selama tahun buku 2020, Perseroan menyelenggarakan satu kali RUPS Tahunan. During the 2020 fiscal year, the Company held one Annual GMS.
5.	Manajemen dan administrasi pembayaran dividen tahun buku 2019. Management and administration of 2019 dividend payments.	Melakukan manajemen proses administrasi pembayaran dividen sesuai dengan peraturan yang berlaku. Perform management of the dividend payment administration process in accordance with applicable regulations.
6.	Melakukan update atas beberapa pedoman kepatuhan dan pemenuhan ABC <i>Capability Assessment</i> Update several compliance guidelines and fulfillment of ABC <i>Capability Assessment</i>	<ul style="list-style-type: none"> <li>• Pembaharuan prosedur kepatuhan (penerimaan dan pemberian hadiah, benturan kepentingan)</li> <li>• Pembaharuan Code of Conduct</li> <li>• Pembaharuan Prosedur penyusunan Road Map</li> <li>• Pembaharuan prosedur Penyusunan Board Manual</li> <li>• Pembaharuan Prosedur Pengelolaan Kepemilikan Saham dan Transaksi Orang Dalam (Insider Trading)</li> <li>• Pembaharuan Prosedur Pengelolaan Kegiatan Hubungan Investor</li> <li>• Updates to compliance procedures (receiving and giving gifts, conflict of interest)</li> <li>• Updating the Code of Conduct</li> <li>• Renewal of the Road Map preparation procedure</li> <li>• Updating of Board Manual Compilation procedure</li> <li>• Updating of Share Ownership Management Procedures and Insider Trading</li> <li>• Updating the Investor Relations Activity Management Procedure</li> </ul>
7.	Berpartisipasi dalam rapat Dewan Komisaris dan rapat Direksi. Participate in Board of Commissioners meetings and Board of Directors meetings.	Melakukan persiapan dan penyelenggaraan, termasuk menyediakan Informasi/data untuk keperluan rapat tersebut, melakukan monitor terhadap pelaksanaan keputusan dalam rapat dan mengintegrasikan resources untuk dapat menyelesaikan <i>pending matters</i> terkait hal tersebut. Preparation and implementation, including providing information/data for the purpose of the meeting, monitoring the implementation of decisions in the meeting and integrating resources to be able to resolve pending matters related to it.

Berikut adalah ringkasan realisasi kegiatan Sekretaris Perusahaan yang terkait dengan Investor Relation:

The following table is a summary of the realization of Corporate Secretary activities related to Investor Relations:

No.	Aktivitas Activity	Keterangan Description
1.	Paparan Publik Public Expose	Melakukan 1 (satu) kali paparan public pada tanggal 30 November 2020, bertempat di Graha Elnusa secara daring untuk menyampaikan update kinerja Perseroan 2020 dan strategi serta rencana kerja yang akan datang. Conduct 1 (one) time public exposure on November 30, 2020, at Graha Elnusa online to deliver updates on the Company's 2020 performance and future strategies and work plans.
2.	Pertemuan tatap muka dan conference call dengan Analis Face-to-face meeting and conference calls with Analysts	Pertemuan tatap muka dan conference call dengan analis/investor/fund manager baik local maupun luar negeri sebanyak 15 kali untuk memberikan informasi mengenai Perseroan. Tahun ini banyak dilakukan melalui media daring. Face-to-face meetings and conference calls with analysts/investors/fund managers, both local and overseas, 15 times to provide information about the Company. This year a lot of it is done through online media.
3.	Roadshow dan konferensi Roadshow and Conference	Partisipasi dalam berbagai deal dan non-deal roadshow serta konferensi yang diadakan oleh beberapa perusahaan sekuritas ternama dengan tujuan memberikan informasi mengenai kinerja serta tantangan dan strategi yang dilakukan Perseroan. Pada tahun ini Investor Relation bersama dengan tim keuangan melakukan roadshow ke beberapa fund managers, dana pension dan aset management dalam rangka menawarkan Sukuk Ijarah Bekelanjutan I Elnusa tahap I 2020 sebanyak 3 kali. Participation in various deals and non-deal roadshows and conferences held by several well-known securities companies with the aim of providing information about the performance and the challenges and strategies undertaken by the Company. This year, Investor Relations together with the financial team conducted roadshows to several fund managers, pension funds and asset management to offer Elnusa I 2020 Phase I Continuous Sukuk Ijarah I 2020 for 3 times.
4.	Research Report Research Report	Aktif berupaya agar analis pada sekuritas-sekuritas melakukan penulisan laporan ELSA secara berkala baik yang sifatnya coverage maupun daily notes. Actively organize analysts in securities to write ELSA reports periodically both coverage and daily notes.
5.	Internal Research Report	Aktif melakukan penulisan dan update bulanan maupun insidental terkait saham ELSA maupun kondisi pasar modal kepada internal perusahaan, manajemen maupun pemegang saham. Actively writing and updating monthly and incidentally related to ELSA shares and capital market conditions to the internal company, management, and shareholders.
6.	Corporate Actions Corporate Actions	Partisipasi dalam hal tindakan yang dilakukan perusahaan di mana dapat berdampak terhadap kepemilikan saham investor atau harga sahamnya itu sendiri. Pada tahun 2020 Elnusa menerbitkan Sukuk Ijarah Berkelanjutan I 2020 dengan target dana yang dihimpun sebesar Rp1.500.000.000,00 dengan tahap awal sebesar Rp700.000.000.000,00. Participation in the Company actions which may have an impact on investor share ownership or the share price. In 2020, Elnusa issued Sustainable Sukuk Ijarah I 2020 with the collected fund target of Rp1,500,000,000.00 with the initial stage of Rp700,000,000,000.00.

## Ringkasan Realisasi Kegiatan Sekretaris Perusahaan yang Terkait dengan Corporate Communication

Corporate Communications Elnusa memiliki tugas dalam memastikan visi, misi, strategi maupun nilai perusahaan tersampaikan dan dipahami oleh setiap stakeholders. Secara spesifik Corporate Communications memiliki empat peran, yaitu internal & external communication. Kinerja Corporate Communications selama Januari s.d. Desember 2020 adalah sebagai berikut:

## Summary of Realization of Corporate Secretary Activities Related to Corporate Communication

Elnusa's Corporate Communications has a duty to ensure that the company's vision, mission, strategy and values are conveyed and understood by every stakeholder. Specifically, Corporate Communications has four roles, namely internal & external communication. Performance of Corporate Communications during January s.d. December 2020 is as follows:

No.	Peran Kegiatan Role of Activities	Keterangan Description
1	Internal Communications	<p>Internal Communications bertujuan untuk memastikan strategi, kebijakan, pesan-pesan Direksi serta informasi Perseroan lainnya tersebar dan mampu di pahami oleh seluruh manajemen dan karyawan. Corporate Communications sebagai fungsi yang khusus menangani hal ini telah melakukan berbagai inisiatif dan kegiatan untuk penyebaran informasi tersebut, baik melalui channel dan tools communications di media cetak, online dan offline maupun melalui pertemuan. Sepanjang 2020 internal communications mencatatkan hasil kepuasan karyawan sebesar 98,8%</p> <p>Internal Communications aims to ensure the strategy, policies, messages of the Board of Directors and other Company information are disseminated and can be understood by all management and employees. Corporate Communications as a special function to handle this matter has carried out various initiatives and activities for the dissemination of this information, both through communication channels and tools in print, online and offline media and through meetings. Throughout 2020, internal communications recorded 98.8% employee satisfaction results</p>
2	External Communication	<p>Sebagai hasil dari peningkatan berbagai aktivitas external communication, hasil pemberitaan Elnusa menghasilkan capaian sebagai berikut:</p> <ul style="list-style-type: none"> <li>Berita tercover media mencapai 298 berita</li> <li>99% berita merupakan berita positif seputar kinerja keuangan, operasi dan lain-lain</li> <li>Nilai advertising value dari berita mencapai Rp13 miliar, dengan PR value mencapai Rp39 miliar. Hasil PR value merupakan ad value dikali 3.</li> <li>Berdasarkan opportunity to view nya, berita positif Elnusa mencapai 22,4 juta. Nilai opportunity to view ini didasarkan atas potensi publisitas dari suatu media yang ditentukan melalui jumlah oplah ataupun traffic.</li> </ul> <p>As a result of an increase in various external communication activities, the results of Elnusa's report produced the following achievements:</p> <ul style="list-style-type: none"> <li>News covered by the media reached 298 news</li> <li>99% of news is positive news about financial performance, operations and others</li> <li>The advertising value of the news reached Rp13 billion, with a PR value of Rp39 billion. The result of PR value is ad value multiplied by 3.</li> <li>Based on its opportunity to view, Elnusa's positive news reached 22.4 million. The value of opportunity to view is based on the potential for publicity of a media which is determined through the amount of circulation or traffic.</li> </ul>
3	Brand Management	<p>Secara umum, aktivitas brand Elnusa dibangun melalui pengelolaan social media, sponsorship, exhibition, merchandise, maupun berbagai communication tools lainnya. Elnusa memiliki tiga social media yang sedang dikembangkan saat ini, dengan LinkedIn yang memiliki follower terbanyak, disusul dengan Instagram dan yang terakhir Youtube.</p> <p>In general, Elnusa brand activities are built through social media management, sponsorship, exhibitions, merchandise, and various other communication tools. Elnusa has three social media that are currently being developed, with LinkedIn having the most followers, followed by Instagram and the last is Youtube.</p>

### Activity Summary

No.	Aktivitas Activity	Realisasi Ytd Realization	Target Ytd	Growth (realization-target)/ target*100
1	Press release production	31	16	94%
2	Media meeting	10	6	67%
3	Advertorial	5	2	150%

### External Chanel Management

No.	Channel	Realisasi Ytd Realization	Target Ytd	Growth
1	Website	#17,703	#6,000	
2	Corporate Email	100%	80%	25%
3	Mementos	1	1	0%
4	Souvenir	1	1	0%

### Internal Stakeholder Exposure

No.	Channel	Realisasi Ytd Realization	Target Ytd
1	Internal content produksi	100%	80%

### Internal Channel Management

No.	Channel	Realisasi Ytd Realization	Target Ytd	Growth
1	Elsanews	101	40	153%
2	Corporate WA group	88	40	120%
3	Stream	80%	80%	0%
4	Display lift	80%	80%	0%
5	TV lobby	80%	80%	0%

### Social Media Management

#### Publication Number

No.	Channel	Realisasi Ytd Realization	Target Ytd	Growth
1	Posting content	242	100	142%
2	LinkedIn	51	50	2%
3	Instagram	160	50	220%
4	Youtube	31	6	417%
5	Design content	242	100	142%

#### Followers Number

No.	Channel	Realisasi Ytd Realization	Target Ytd	Growth
1	LinkedIn	98.993	44.500	122%
2	Instagram	6.350	5.000	27%

No.	Channel	Realisasi Ytd Realization	Target Ytd	Growth
3	Youtube	660	500	32%
4	KPI keseluruhan	106.003	50.000	112%

#### Corcomm Support

No.	Aktivitas Activity	Realisasi Ytd Realization	Target Ytd	Growth
1	Video Services	13	3	333%
2	Photo Services	4	3	33%
3	Design Services	5	3	67%

#### Event Support

No.	Aktivitas Activity	Realisasi Ytd Realization	Target Ytd	Growth
1	Video Event	88	10	780%
2	Photo Event	10	10	0%
3	Design Event	219	200	10%

Sebagai hasil dari peningkatan berbagai aktivitas external communication, hasil pemberitaan Elnusa menghasilkan capaian sebagai berikut:

1. Pada 2020, berita tercover media mencapai 930 pemberitaan, terdiri 926 pemberitaan positif dan 4 pemberitaan negatif. Sedangkan pada 2019, berita tercover media mencapai 298 berita, terdiri 295 pemberitaan positif dan 3 negatif.
2. Persentase pemberitaan positif pada 2020 adalah 99,6% berita merupakan berita positif seputar kinerja keuangan, operasi, event dan lain-lain. Sementara pada 2019, pemberitaan positif mencapai 98,9%.
3. Pada 2020, nilai advertising value dari berita mencapai Rp16,8 miliar, dengan PR value mencapai Rp50,3 miliar. Hasil ini lebih tinggi 29% dibandingkan pencapaian tahun 2019. Nilai advertising value 2019 Rp13,05 miliar dan PR value Rp39,7 miliar.
4. Berdasarkan opportunity to view nya, berita positif Elnusa mencapai 43,7 miliar viewers. Nilai opportunity to view ini didasarkan atas potensi publisitas dari suatu media yang ditentukan melalui jumlah oplah ataupun traffic.

As a result of the increase in various external communication activities, Elnusa's news results resulted in the following achievements:

1. In 2020, news coverage by the media reached 930 reports, consisting of 926 positive news reports and 4 negative news reports. Meanwhile, in 2019, the news covered by the media reached 298 news, consisting of 295 positive news and 3 negative news.
2. The percentage of positive news in 2020 is 99.6% news is positive news about financial performance, operations, events and others. Meanwhile in 2019, positive news reached 98.9%.
3. In 2020, the advertising value of news reached Rp16.8 billion, with a PR value of Rp50.3 billion. This result is 29% higher than the achievement in 2019. The advertising value of 2019 is Rp13.05 billion and the PR value is Rp39.7 billion.
4. Based on the opportunity to view, positive news for Elnusa reached 43.7 billion viewers. The opportunity to view value is based on the potential publicity of a media which is determined by the amount of circulation or traffic.

## Ringkasan Realisasi Kegiatan Sekretaris Perusahaan yang Terkait dengan Community Relation

### Community Relation

Pengelolaan Aktivitas Kehumasan/*Community Relation* bertujuan untuk memastikan dan menjalankan tugas dan tanggung jawab Fungsi Kehumasan sesuai dengan program kerja, target, dan tata waktu yang telah ditentukan untuk mendukung keberhasilan kegiatan operasi baik di Perseroan maupun Anak Perusahaan. Pengelolaan aktivitas kehumasan terdiri dari:

1. Perencanaan Kegiatan Kehumasan  
 Dalam perencanaan kegiatan kehumasan, penyusunan kegiatan disusun berdasarkan:
  - a. Latar belakang dan tujuan.
  - b. Area lokasi operasi (detail, provinsi, desa, peta kerja).
  - c. Kaji risiko dan mitigasi.
  - d. Kegiatan sosialisasi.
  - e. Rekrutmen Humas lokal.
  - f. Pendampingan.
  - g. Pelibatan pihak pemerintah dan non-pemerintah (tokoh masyarakat, LSM, media).
  - h. Pembayaran kompensasi.
  
2. Proses Perizinan dan Sosialisasi
  - a. Perizinan  
 Personil Humas menerima konfirmasi dari Fungsi Operasi terkait perizinan yang disampaikan oleh Klien. Personil Humas dapat memberikan bantuan pendampingan dalam proses penerbitan perizinan meliputi:
    - Rekomendasi surat izin lingkungan.
    - Perizinan/rekomendasi yang dikeluarkan oleh pemerintah setempat.
    - *Security clearance* (diterbitkan oleh Kementerian Pertahanan RI)
    - Izin Usaha Pemanfaatan Hasil Hutan Kayu (IUPHHK)
    - Perizinan penggunaan bahan peledak
    - Persetujuan Perusahaan jika area operasi memasuki wilayah Perusahaan tersebut.
  
  - b. Sosialisasi  
 Sosialisasi dilakukan untuk memberikan informasi dan pemahaman yang benar kepada stakeholder (warga/masyarakat, perusahaan, instansi pemerintahan terkait) mengenai aktivitas operasi yang dilakukan untuk meminimalisir terjadinya permasalahan. Sosialisasi tingkat Kecamatan / Desa (dapat) merupakan tanggung jawab Perseroan,

## Summary of Realization of Corporate Secretary Activities Related to Community Relations

### Community Relations

Management of Public Relations Activities/*Community Relations* aims to ensure and carry out the duties and responsibilities of the Public Relations Function in accordance with the work program, targets, and timeframes that have been determined to support the success of operating activities both in the Company and its Subsidiaries. The management of public relations activities consists of:

1. Planning of Public Relations Activities  
 In the planning of public relations activities, the preparation of activities is arranged based on:
  - a. Background and goals.
  - b. Operation location area (detail, province, village, work map).
  - c. Assess risk and mitigation.
  - d. Socialization.
  - e. Recruitment of local PR.
  - f. Accompaniment.
  - g. Involving government and non-government parties (community leaders, NGOs, media).
  - h. Compensation payment.
  
2. Licensing and Outreach Process
  - a. Licensing  
 Public Relations personnel receive confirmation from the Operations Function regarding the licensing submitted by the Client. Public Relations personnel can provide assistance in the process of issuing permits including:
    - Environmental permit recommendation.
    - Permits/recommendations issued by the local government.
    - Security clearance (issued by the Indonesian Ministry of Defense)
    - Timber Forest Product Utilization Business Permit (IUPHHK)
    - Explosives use permit
    - Company approval if the operating area enters the Company's territory.
  
  - b. Socialization  
 Dissemination is carried out to provide correct information and understanding to stakeholders (citizens/communities, companies, related government agencies) regarding operational activities carried out to minimize problems.  
  
 Socialization at the District/Village level (can) is the responsibility of the Company,



- dan sosialisasi untuk tingkat Kabupaten merupakan tanggung jawab Klien dan Humas Perseroan dapat memberikan supporting pendampingan.
- Terdapat dua jenis sosialisasi yang dilakukan oleh Humas Perseroan, yaitu:
- **Sosialisasi Terbuka**  
Merupakan sosialisasi yang dilakukan di tempat umum (Balai Desa, Balai Kecamatan, dan lain-lain) dengan mengundang pemilik lahan yang dilintasi oleh kegiatan operasi Perseroan, termasuk tokoh masyarakat, tokoh agama, Tripika, dan perangkat Desa.
  - **Sosialisasi *Door to Door***  
Merupakan sosialisasi yang dilakukan secara langsung dari pintu ke pintu kepada pemilik lahan yang membutuhkan penjelasan lebih lanjut.
3. **Proses Rekrutmen Humas Lokal**
    - a. Proses seleksi personel Humas lokal dilakukan dengan memperhatikan *track record* dan komitmen calon Personel Humas yang akan direkrut oleh Perseroan.
    - b. Personel Humas lokal wajib menandatangani Pakta Integritas Anti Penyuapan.
    - c. Perekrutan Humas lokal berdasarkan rekomendasi dari Kepala Desa, BABINSA, BABINKAMTIBMAS.
  4. **Proses Pendampingan**
    - a. Setiap tahapan aktivitas operasi perlu pendampingan dari Humas Perseroan.
    - b. Pendampingan dilakukan untuk memberikan penjelasan kepada masyarakat/warga terkait aktivitas yang dilakukan.
  5. **Aktivitas Koordinasi**
    - a. **Koordinasi Internal**  
Merupakan koordinasi yang dilakukan oleh Humas Perseroan terhadap Fungsi Operasi terkait program kerja dan penentuan solusi dari permasalahan yang terdapat di lokasi operasi Perseroan.
    - b. **Koordinasi Eksternal**  
Merupakan koordinasi yang dilakukan oleh Humas Perseroan terhadap stakeholder (warga/masyarakat, perusahaan, instansi pemerintahan terkait) untuk mendapatkan informasi dan melakukan penggalangan dalam menunjang kelancaran operasi.
- and socialization for the Regency level is the responsibility of the Client and the Company's Public Relations can provide supporting assistance.
- There are two types of outreach carried out by the Company's Public Relations, namely:
- **Open Socialization**  
Is a socialization that is carried out in public places (Village Hall, District Hall, and others) by inviting land owners that are traversed by the Company's operations, including community leaders, religious leaders, Tripika, and Village officials.
  - **Door to Door Socialization**  
This is a direct door-to-door socialization to land owners who need further explanation.
3. **Local Public Relations Recruitment Process**
    - a. The selection process for local PR personnel is carried out by taking into account the track record and commitment of the prospective PR personnel who will be recruited by the Company.
    - b. Local PR personnel are required to sign the Anti-Bribery Integrity Pact.
    - c. Recruitment of local PR based on recommendations from the Village Head, BABINSA, BABINKAMTIBMAS.
  4. **Mentoring Process**
    - a. Every stage of operational activities needs assistance from the Company's Public Relations.
    - b. Assistance is carried out to provide explanations to the community/residents regarding the activities carried out.
  5. **Coordination Activities**
    - a. **Internal Coordination**  
This is the coordination carried out by the Public Relations of the Company with the Operations Function related to work programs and determining solutions to problems that exist in the Company's operational locations.
    - b. **External Coordination**  
It is the coordination carried out by the Public Relations of the Company to stakeholders (citizens/communities, companies, related government agencies) to obtain information and to conduct mobilization to support smooth operations.

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|--|---|
| <p>6. Pengelolaan Pembayaran Kompensasi</p> <ol style="list-style-type: none"> <li>a. Pembayaran kompensasi mengacu pada ketentuan peraturan yang berlaku di masing-masing lokasi operasi Perseroan.</li> <li>b. Sebelum dilakukan pembayaran kompensasi, Humas Perseroan melakukan persiapan kelengkapan data valid, meliputi :           <ul style="list-style-type: none"> <li>• Data penerima pembayaran</li> <li>• Data kerusakan tanam tumbuh dan/atau fisik bangunan.</li> </ul> </li> <li>c. Humas Perseroan melakukan pembayaran secara terbuka kepada pemilik lahan/bangunan yang disaksikan langsung oleh Kepala Desa/ Lurah / MUSPIKA.</li> <li>d. Humas Perseroan membuat Berita Acara Pembayaran Kompensasi dan ditandatangani oleh pemilik lahan dan diketahui oleh Kepala Desa/ Lurah/ MUSPIKA.</li> </ol> <p>7. Pengelolaan Pengamanan Peralatan dan Material</p> <ol style="list-style-type: none"> <li>a. Pengelolaan pengamanan peralatan dan material dikoordinir oleh Fungsi Humas pada lokasi proyek terkait dengan sistem pengamanan yang bersifat formal dan non formal.           <ul style="list-style-type: none"> <li>• Pengamanan Formal adalah pengamanan yang melibatkan unsur TNI dan POLRI.</li> <li>• Pengamanan Non Formal adalah pengamanan yang melibatkan unsur dari tokoh masyarakat, tokoh pemuda, dan Lembaga Swadaya Masyarakat (LSM).</li> </ul> </li> </ol> <p>8. Pengelolaan aktivitas kehumasan dilaksanakan pada kegiatan operasional, sebagai berikut:</p> <ol style="list-style-type: none"> <li>a. Sosialisasi kegiatan</li> <li>b. Koordinasi dan penggalangan</li> <li>c. Perekrutan tenaga lokal</li> <li>d. Pengamanan alat dan material</li> <li>e. Pendataan lahan dan/atau fisik bangunan</li> <li>f. Pembayaran kompensasi</li> </ol> | <p>6. Compensation Payment Management</p> <ol style="list-style-type: none"> <li>a. Compensation payments refer to the applicable regulations at each location of the Company's operations.</li> <li>b. Prior to the payment of compensation, the Company's Public Relations prepares valid data, including:           <ul style="list-style-type: none"> <li>• Payee data</li> <li>• Damage data for planting growth and/or physical buildings.</li> </ul> </li> <li>c. Public Relations of the Company make open payments to land/building owners witnessed directly by the Village Head/Lurah/MUSPIKA.</li> <li>d. The Public Relations of the Company makes an Official Report on Compensation Payment and is signed by the land owner and acknowledged by the Village Head/Lurah/MUSPIKA.</li> </ol> <p>7. Management of Equipment and Material Safeguards</p> <ol style="list-style-type: none"> <li>a. The management of security for equipment and materials is coordinated by the Public Relations Function at the project site in relation to formal and non-formal security systems.           <ul style="list-style-type: none"> <li>• Formal Security is security that involves elements of the TNI and POLRI.</li> <li>• Non-Formal Security is security that involves elements from community leaders, youth leaders, and non-governmental organizations (NGOs).</li> </ul> </li> </ol> <p>8. Management of public relations activities is carried out in operational activities, as follows:</p> <ol style="list-style-type: none"> <li>a. Socialization of activities</li> <li>b. Coordination and raising</li> <li>c. Recruitment of local personnel</li> <li>d. Safeguarding tools and materials</li> <li>e. Land and/or physical building data collection</li> <li>f. Compensation payment</li> </ol> |
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### Community Involvement & Development

Peran Corporate Communications dalam CID merupakan sebagai pengelola sekaligus pelaksana kegiatan. Dalam hal pelaksanaan, peran ini dibantu oleh YBHE maupun pihak ketiga lainnya. Aspek CID yang dikelola oleh Corporate Communications meliputi aspek lingkungan, ekonomi, kesehatan, dan pendidikan.

Total dana yang dikelola secara konsolidasi mencapai Rp11,2 miliar. Jumlah benefisiaris mencapai 53 ribu

### Community Involvement & Development

The role of Corporate Communications in CID is as manager and implementer of activities. In terms of implementation, this role is assisted by YBHE and other third parties. Aspects of CID that are managed by Corporate Communications include environmental, economic, health and education aspects.

The total funds managed on a consolidated basis reached Rp11.2 billion. The number of beneficiaries

orang. Baik dana maupun benefisiaris hanya berasal dari holding. Baik nilai maupun benefisiaris cenderung mengalami peningkatan bila dibandingkan tahun sebelumnya.

Update mengenai ini akan tersaji pada laporan tahunan maupun laporan keberlanjutan yang menampilkan laporan secara konsolidasi. Penyusunan laporan keberlanjutan sesuai dengan Peraturan OJK No. 51/POJK.03/2017 serta GRI Standards.

Aktivitas CID Perseroan dipengaruhi oleh kinerja ekonomi dan kondisi industri migas. Pergeseran dominasi aktivitas hilir ke hulu migas mempengaruhi pula aktivitas CID Perseroan. Perlu penyesuaian aktivitas CID dengan kondisi operasional yang dilaksanakan.

Secara sifat bisnis, terdapat perbedaan jelas antara kedua aktivitas Perseroan pada kedua segmen tersebut. Lokasi kerja jasa hulu migas umumnya berada di hutan, laut maupun pemukiman rendah penduduk, sedangkan jasa distribusi dan logistik energi pada segmen hilir berada pada area pemukiman ramai penduduk. Untuk durasi proyek, jasa hulu migas berkisar 6-15 bulan, sedangkan jasa distribusi dan logistik energi memiliki durasi kontrak yang lebih panjang.

Namun demikian ditengah pergeseran kondisi yang ada, Perseroan berkomitmen bahwa CID merupakan investasi sosial dan bagian terpadu dalam proses bisnis. Komitmen pelaksanaan CID Perseroan tertuang pada Pedoman Pengelolaan Corporate Relation- A43-002/F01001/2020 (Rev.0) yang mengacu pada ISO 26000: *Social Responsibility* dalam pelaksanaannya dan merupakan bentuk kepatuhan Perseroan terhadap Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas.

Keharmonisan hubungan dengan komunitas di sekitar wilayah kerja merupakan salah satu perhatian utama Perseroan. Perhatian ini diimplementasikan melalui program-program pengembangan komunitas yang berfokus pada pendidikan, ekonomi, kesehatan dan lingkungan. Program ini tidak hanya dilakukan oleh Perseroan melainkan juga Anak Perusahaan. Dalam praktiknya, Perseroan memprioritaskan sejumlah program atas dasar dukungan terhadap Sustainable Development Goals dan berfokus pada benefisiaris masyarakat yang tergolong dalam delapan asnaf. Tujuan dari prioritas ini adalah untuk mendukung pengembangan kapasitas nasional sesuai kemampuan Perseroan.

reached 53 thousand people. Both funds and beneficiaries only come from the holding. Both value and beneficiaries tend to increase when compared to the previous year.

Updates on this will be presented in annual reports and in sustainability reports that present a consolidated report. Preparation of a sustainability report in accordance with FSA Regulation No. 51/POJK.03/2017 and GRI Standards.

The Company's CID activities are influenced by economic performance and conditions in the oil and gas industry. The shift in the dominance of downstream to upstream oil and gas activities also affects the Company's CID activities. It is necessary to adjust CID activities to the operational conditions being carried out.

In terms of business nature, there are clear differences between the two Company's activities in the two segments. The work locations of upstream oil and gas services are generally in forests, sea and low-population settlements, while energy distribution and logistics services in the downstream segment are in densely populated residential areas. For the project duration, upstream oil and gas services range from 6-15 months, while energy distribution and logistics services have a longer contract duration.

However, in the midst of shifting conditions, the Company is committed that CID is a social investment and an integrated part of the business process. The commitment to implementing the Company's CID is stated in the Guidelines for the Management of Corporate Relations- A43-002/F01001/2020 (Rev.0) which refers to ISO 26000: *Social Responsibility* in its implementation and is a form of the Company's compliance with Law Number 40 of 2007 concerning Limited Liability Companies.

Harmonious relations with communities around the work area is one of the Company's main concerns. This concern is implemented through community development programs that focus on education, economy, health and the environment. This program is not only carried out by the Company but also its Subsidiaries. In practice, the Company prioritizes a number of programs based on support for the Sustainable Development Goals and focuses on community beneficiaries who are included in the eight asnaf. The objective of this priority is to support the development of national capacity according to the Company's capabilities.

Program	Penerima Manfaat Tahun 2020 2020 Beneficiaries
<b>ENVIRONMENT</b>	
Environmental concern activities	752
Elnusa emergency response	264
Drilling for Water	1.200
<b>EDUCATION</b>	
Beasiswa terpadu Integrated scholarship	58
Taman belajar Elnusa Elnusa learning park	347
Beasiswa operasi/ penghargaan Operation scholarship/award	84
Pengembangan sekolah mandiri Independent school development	72
<b>HEALTH</b>	
Forum posyandu Posyandu forum	1.958
Pos sehat Health post	86
Aksi donor darah Blood donation action	191
Donasi Covid-19 Covid-19 Donation	15.710
<b>ECONOMY</b>	
Tabung hikmah mandiri/ P2KM Saving independent wisdom/P2KM	6.641
Local community empowerment Local community empowerment	190
Elnusa Tebar Qurban Elnusa Tebar Qurban	10.907
Elnusa berbagi kasih Elnusa shared love	15.134
<b>Total Penerima Manfaat</b> Total Beneficiaries	<b>53.594</b>

## BIDANG LINGKUNGAN

- Emergency Response Team (EER)  
 Perseroan memiliki Emergency Response Team yang bersiap-siaga pada berbagai keadaan darurat. Atas bencana alam yang terjadi di Indonesia, Perseroan langsung mengaktifkan tim ini untuk melakukan berbagai tanggung jawab maupun kepedulian sosial baik pascabencana, maupun saat pemulihan. Pada tahun 2020 terjadi bencana alam yaitu Banjir di awal tahun di mana lebih dari 13 ribu keluarga mendapatkan bantuan dari kegiatan Perseroan ini. Adapun wilayah yang mendapatkan kebermanfaatn bantuan bencana banjir yaitu Ring 1 yaitu sekitar kantor pusat Graha Elnusa, Masamba (Palopo,

## ENVIRONMENTAL FIELD

- Emergency Response Team (EER)  
 The Company has an Emergency Response Team that is on standby for various emergencies. Due to natural disasters that occurred in Indonesia, the Company immediately activated this team to carry out various responsibilities and social concerns, both post-disaster and during recovery. In 2020 there was a natural disaster, namely floods at the beginning of the year where more than 13 thousand families received assistance from the Company's activities. The areas that have benefited from flood disaster relief are Ring 1, which is around the head office of Graha Elnusa, Masamba (Palopo, South Sulawesi), Hikun

Sulawesi Selatan), Desa Hikun, Desa Puwain Kiwa dan Desa garungung Tanjung, Tabalong (Kalimantan Selatan).

2. Program Penghijauan  
Walaupun pandemi Covid-19 masih terjadi namun program penghijauan di Elnusa tetap dilaksanakan sebagai upaya untuk menciptakan suatu areal yang asri dengan berbagai manfaat lingkungan seperti menjaga keseimbangan sistem air di alam, mencegah terjadinya erosi dan pengikisan tanah. Adapun program penghijauan ini dilakukan di sekitar area project Elnusa yaitu :
  - a. Area TBBM Amurang dan sekitarnya, Sulawesi Utara
  - b. Area TBBM Palopo, Sulawesi Selatan
  - c. Proyek EPC/OM Pendopo dan Prabumulih, Sumatera Selatan
  - d. Lahan Pendingin, Kalimantan Timur
  - e. Lahan Duri, Riau
  - f. Lahan EFK/Property, Merak, Banten
  - g. Area PND/SCU dan sekitarnya, Taman Tekno BSD, Banten

## BIDANG PENDIDIKAN

1. Beasiswa Terpadu (BEST)  
Secara Konsisten, Perseroan memberikan Beasiswa Terpadu melalui aktivitas yang dilengkapi dengan pendampingan prestasi pada bidang akademik, pembangunan karakter kepemimpinan serta pembimbing spiritual kepada siswa/ siswi yang berasal dari keluarga berpenghasilan rendah sebagai bentuk kepedulian terhadap dunia pendidikan. Pada tahun 2020, sebanyak 690 penerima manfaat dari program ini.
2. Taman Belajar Elnusa (TBE)  
Kegiatan TBE merupakan pendidikan tanpa dipungut biaya yang difasilitasi oleh Perseroan dengan menerapkan sistem pembelajaran berdasarkan gabungan dari beberapa kurikulum terakreditasi secara nasional. Kegiatan ini terdiri dari PAUD (Pendidikan Anak Usia Dini) dalam bentuk TKIT (Taman Kanak- Kanak Islam Terpadu), TK Umum Baitul Hikmah Patra, dan TPA (Taman Pendidikan Al-Quran). Pada tahun 2020, lebih dari 1701 anak menerima manfaat dari program ini.
3. Beasiswa Operasi dan Berprestasi  
Program ini merupakan salah satu apresiasi yang diberikan kepada putra/putri berprestasi dari karyawan maupun mitra kerja dalam lingkup Perseroan. Program bersifat rutin. Pada tahun 2020, Perseroan sebanyak 52 putra/putri menerima manfaat dari program ini. 51 penerima manfaat beasiswa dilakukan saat acara HUT Elnusa ke 51

Village, Puwain Kiwa Village and Garungung Tanjung Village, Tabalong (South Kalimantan).

2. Greening Program  
Even though the Covid-19 pandemic is still happening, the reforestation program in Elnusa is still being implemented as an effort to create a beautiful area with various environmental benefits such as maintaining the balance of the water system in nature, preventing erosion and soil erosion. The reforestation program is carried out around the Elnusa project area, namely:
  - a. TBBM Amurang area and its surroundings, North Sulawesi
  - b. TBBM Palopo area, South Sulawesi
  - c. EPC/OM Pendopo and Prabumulih projects, South Sumatra
  - d. Cooling Land, East Kalimantan
  - e. Duri Land, Riau
  - f. EFK/Property land, Merak, Banten
  - g. PND/SCU area and its surroundings, BSD Techno Park, Banten

## FIELD OF EDUCATION

1. Blended Scholarship (BEST)  
Consistently, the Company provides Integrated Scholarships through activities that are complemented with achievement assistance in the academic field, building leadership character and spiritual guidance to students who come from low-income families as a form of concern for the world of education. In 2020, as many as 690 beneficiaries of this program.
2. Elnusa Learning Park (TBE)  
TBE activities are free education that is facilitated by the Company by implementing a learning system based on a combination of several nationally accredited curricula. These activities consist of PAUD (Early Childhood Education) in the form of TKIT (Integrated Islamic Kindergarten), Baitul Hikmah Patra Public Kindergarten, and TPA (Al-Quran Education Park). In 2020, more than 1701 children will benefit from this program.
3. Operations and Achievement Scholarships  
This program is one of the appreciations given to outstanding sons/daughters from employees and partners within the Company. The program is routine. In 2020, 52 sons/daughters of the Company will benefit from this program. 51 beneficiaries of the scholarship were held during the 51st Elnusa anniversary and one other

dan satu orang penerima manfaat lainnya yaitu beasiswa untuk Mahasiswa di wilayah area lokasi Proyek EPC OM Prabumulih (Sumatera Selatan).

#### 4. Ramadan di Elnusa

Kegiatan Ramadan di Elnusa merupakan salah satu kegiatan preferensi karyawan muslim Perseroan yang diadakan selama sebulan penuh pada bulan suci Ramadan. Melalui program ini Perseroan berupaya memperbaiki perilaku maupun kinerja karyawan berdasarkan nilai-nilai agama Islam. Kegiatan tersebut pada tahun 2020 terbatas dikarenakan adanya Pandemi Covid-19 yang masih menjangkit wilayah Indonesia. Pelaksanaan kegiatan di bulan Ramadan ini harus sesuai dan mematuhi protokol kesehatan 5M (Mencuci tangan, Menjaga Jarak dan Memakai Masker, Menjauhi kerumunan, Membatasi mobilisasi dan interaksi), kegiatan yang dilakukan terbatas pada edukasi keislaman dalam bentuk pengajian maupun majelis ilmu yang dilakukan secara daring, juga dengan kegiatan lain seperti buka puasa bersama masyarakat di sekitar Graha Elnusa yang dilakukan dengan pemberian nasi kotak di Masjid Baitul Hikmah Elnusa yang ditujukan ke warga sekitar area ring 1 Graha Elnusa selama bulan Ramadhan. Sedangkan untuk Sholat tarawih berjamaah dan bahkan berdiam diri (I'tikaf) tahun 2020 ini ditiadakan untuk memutus mata rantai penyebaran Covid-19. Terhitung lebih dari 350 orang baik dalam lingkungan perusahaan maupun masyarakat sekitar menerima manfaat program ini tiap tahunnya.

#### 5. Pengembangan Sekolah Mandiri

Perseroan dan Grup selalu berupaya untuk mendukung dan mengutamakan dunia pendidikan melalui pengembangan sekolah mandiri di berbagai daerah. Bentuk dari dukungan yang dilakukan adalah pengembangan dengan peningkatan kualitas maupun kuantitas dari sarana dan prasarana yang ada.

### BIDANG EKONOMI

#### 1. Tabungan Hikmah Mandiri (THM)

Kegiatan ini merupakan salah satu bentuk pemberdayaan ekonomi masyarakat dengan mengadopsi prinsip lembaga keuangan mikro syariah Baitul Maal Wat Tamwil (BMT) untuk meningkatkan kemampuan para pelaku usaha mikro dan kecil di lingkungan sekitar kantor pusat. Program ini diwujudkan dengan memberikan pinjaman modal usaha disertai dengan pendampingan serta pembinaan guna menjadikan para pelaku usaha yang mandiri.

beneficiary was a scholarship for students in the area of the EPC OM Prabumulih Project (South Sumatra).

#### 4. Ramadan in Elnusa

Ramadan activities at Elnusa are one of the preferred activities of the Company's Muslim employees which are held for a full month during the holy month of Ramadan. Through this program, the Company seeks to improve employee behavior and performance based on Islamic religious values. This activity in 2020 is limited due to the Covid-19 Pandemic which still touches Indonesian territory. The implementation of activities in the month of Ramadan must be in accordance with and comply with the 5M health protocol (Washing hands, Maintaining Distance and Wearing Masks, Staying away from crowds, limiting mobilization and interaction), activities carried out are limited to Islamic education in the form of recitation and science assemblies conducted online, also with other activities such as breaking the fast with the community around Graha Elnusa which was carried out by giving rice boxes at the Baitul Hikmah Elnusa Mosque aimed at residents around the ring 1 area of Graha Elnusa during the month of Ramadan. As for the tarawih prayers in congregation and even silence (I'tikaf) in 2020 this is eliminated to break the chain of the spread of Covid-19. More than 350 people both within the company and in the surrounding community receive the benefits of this program each year.

#### 5. Independent School Development

The Company and the Group always strive to support and prioritize the world of education through the development of independent schools in various regions. The form of support carried out is development by increasing the quality and quantity of existing facilities and infrastructure.

### ECONOMICS

#### 1. Hikmah Mandiri Savings (THM)

This activity is a form of community economic empowerment by adopting the principles of the Baitul Maal Wat Tamwil (BMT) sharia microfinance institution to increase the capacity of micro and small business actors in the environment around the head office. This program is realized by providing business capital loans accompanied by assistance and guidance to become independent business actors. In 2020, as many as 86 business actors received benefits

Pada 2020, sebanyak 86 pelaku usaha menerima manfaat dari program bergulir ini dengan total 6,641 jumlah penerima manfaat.

2. Aksi Tebar Hewan Kurban  
Program ini merupakan program rutin tahunan Perseroan yang digelar setiap hari raya Islam Idul Adha. Perseroan dan Grup melakukan aksi tebar hewan kurban di berbagai area kerja di seluruh Indonesia. Pada Tahun 2020 ini aksi tebar kurban ini dilakukan dengan tetap memperhatikan protokol Kesehatan dengan total hewan kurban Sapi sebanyak 34 ekor dan Kambing sebanyak 109 ekor. Jumlah penerima manfaat secara Perseroan sebanyak 10,907 yang tersebar di beberapa area lokasi kerja Perseroan dan anak perusahaan.
3. Elnusa Berbagi Kasih  
Program dari kegiatan ini merupakan aktivitas kepedulian sosial Perseroan dan Grup yang dilakukan dengan membagikan paket bantuan kepada masyarakat kurang mampu di berbagai area kerja Perseroan. Momen berbagi ini marak dilakukan secara Perseroan dengan tema membantu Saudara kita di tengah Pandemi Covid-19 yang berkepanjangan di tahun 2020 dengan pelaksanaan menjelang Idul Fitri, HUT Perseroan maupun Grup, maupun momen lainnya yang telah menjadi kebiasaan Elnusa Group di area lokasi untuk berbagi kasih di Panti Asuhan. Penerima manfaat kegiatan ini adalah keluarga dalam kriteria delapan Asnaf. Pada tahun 2020, Perseroan mencatat sebanyak 15,134 penerima manfaat dari program ini. Kegiatan Elnusa Berbagi Kasih terlihat saat rangkaian acara HUT ke 51 Perseroan, dengan dilakukan kegiatan one line drawing di mana hasil penggalangan dana yang terkumpul dikemas dalam paket yang berisi buku bacaan anak, alat tulis, dan permainan edukasi anak. Jumlah paket yang dikemas sebanyak 1,500 paket yang diberikan ke seluruh area lokasi kerja Elnusa Group.

## BIDANG KESEHATAN

1. Forum Posyandu  
Perseroan mendukung peningkatan layanan Posyandu dengan memfasilitasi forum pertemuan untuk 14 Posyandu di sekitar kantor pusat. Kegiatan ini merupakan dukungan Perseroan terhadap SDG Nomor 3: Kesehatan yang baik dan kesejahteraan. Total penerima manfaat program ini pada tahun 2020 mencapai lebih dari 23,433 ribu jiwa meliputi ibu, balita dan lansia dengan memperhatikan protokol Kesehatan Covid-19.

from this revolving program with a total of 6,641 beneficiaries.

2. Sacrificial Animal Scattering Action  
This program is the Company's annual routine program which is held every Islamic holiday of Eid al-Adha. The Company and the Group have carried out the stocking of sacrificial animals in various work areas throughout Indonesia. In 2020, this qurbani stocking action will be carried out with due observance of the Health protocol with a total of 34 cattle and 109 goats. The number of beneficiaries as a Perseroan as many as 10,907 scattered in several areas where the Company and its subsidiaries.
3. Elnusa Shares Love  
The program of this activity is a social care activity for the Company and the Group which is carried out by distributing aid packages to underprivileged communities in various work areas of the Company. This sharing moment is widely carried out by Perseroan with the theme of helping our brothers in the midst of the prolonged Covid-19 Pandemic in 2020 with the implementation ahead of Eid, the Company's and Group Anniversary, and other moments that have become the habit of the Elnusa Group in the location area to share love at Orphanage. The beneficiaries of this activity are families in the criteria of eight Asnaf. In 2020, the Company recorded 15,134 beneficiaries from this program. The Elnusa Sharing Love activity was seen during a series of events on the 51<sup>st</sup> the Company Anniversary, with a one line drawing activity where the results of fundraising collected were packaged in packages containing children's reading books, stationery and children's educational games. The number of packages packaged as many as 1,500 packages given to all areas of the Elnusa Group work location.

## HEALTH

1. Forum Posyandu  
The Company supports the improvement of Posyandu services by facilitating a meeting forum for 14 Posyandu around the head office. This activity is the Company's support for SDG Number 3: Good health and well-being. The total beneficiaries of this program in 2020 reach more than 23,433 thousand people including mothers, toddlers and the elderly by paying attention to the Covid-19 Health protocol.

## 2. Pos Sehat

Selain adanya fasilitas layanan posyandu, Perseroan dan Grup juga memfasilitasi layanan kesehatan kepada masyarakat di wilayah sekitar Graha Elnusa dengan Pos Sehat. Adapun aktivitas dari Pos Sehat ini berbeda dengan Posyandu. Aktivitas di Pos Sehat ini berupa pemeriksaan, pengobatan, serta penyuluhan kesehatan lainnya. Pada tahun 2020 ini terjadi penurunan signifikan untuk program ini dikarenakan individu menahan diri untuk pergi ke tempat pengobatan dan menghindari kerumunan dengan adanya pandemi Covid-19, secara Perseroan mencatat ada sebanyak 86 penerima manfaat program ini dengan memperhatikan protokol Kesehatan Covid-19.

## 3. Donor Darah

Kegiatan rutin tiga bulanan ini merupakan wujud preferensi dan kepedulian karyawan, penyewa Gedung Graha Elnusa dan masyarakat umum di sekitar Graha Elnusa untuk turut serta berdonor darah dan membantu sesama. Sepanjang tahun 2020 telah terlaksana satu kali aksi donor darah di gedung Graha Elnusa dengan jumlah pendonor sebanyak 244 orang dengan kriteria 191 pendonor dinyatakan FIT dan 53 pendonor UNFIT untuk menyumbangkan darahnya. Pelaksanaan aksi donor darah ini dilakukan di pada tanggal 23 Januari 2020 di mana sebelum pandemi Covid-19 terjadi. Setelah terjadi pandemi Covid-19, aksi donor darah dilakukan dengan kegiatan Community Involvement Development.

## 4. Donasi Covid-19

Diawali dengan terjadinya peningkatan kasus pasien virus Corona pada kuartal pertama awal tahun 2020 tepatnya bulan Maret, diberlakukan kebijakan bekerja dari rumah (working from home). Kegiatan bisnis Perseroan dituntut tetap harus beroperasi sehingga dilakukan beberapa strategi untuk tetap bekerja dengan mematuhi semua protokol Kesehatan yang ditetapkan secara ketat baik di lingkungan kantor, area lokasi maupun workshop/warehouse. Kondisi pandemi ini membuat Perseroan secara aktif memberikan donasi ke beberapa Rumah Sakit baik di area Jabodetabek maupun di seluruh area lokasi Elnusa. Donasi yang diberikan berupa Alat Pelindung Diri (APD) lengkap (head cap, coverall, sarung tangan, masker N95, safety goggles, faceshield, shoes cover) bagi tenaga Kesehatan medis. Tidak hanya APD lengkap, donasi berupa handsanitizer juga disampaikan kepada panti asuhan maupun masyarakat sekitar area lokasi Elnusa. Total secara Perseroan untuk Donasi

## 2. Health Post

Besides to the posyandu service facilities, the Company and the Group also facilitate health services to the community in the area around Graha Elnusa with a Health Post. The activities of Pos Sehat are different from Posyandu. Activities at the Health Post are in the form of examinations, medication, and other health education. In 2020, there was a significant decrease in this program due to individuals refraining from going to treatment places and avoiding crowds with the Covid-19 pandemic.

## 3. Blood Donation

This quarterly routine activity is a form of preference and concern for employees, tenants of the Graha Elnusa Building and the general public around Graha Elnusa to participate in donating blood and helping others. Throughout 2020, one blood donation action was carried out at the Graha Elnusa building with 244 donors with the criteria that 191 donors were declared FIT and 53 UNFIT donors to donate blood. This blood donation action was carried out on January 23, 2020, which was before the Covid-19 pandemic occurred. After the Covid-19 pandemic, blood donation was carried out with Community Involvement Development.

## 4. Donate Covid-19

Starting with an increase in cases of Corona virus patients in the first quarter of 2020, to be precise in March, a working from home policy was enforced. The Company's business activities are demanded to continue to operate so that there are several strategies implemented to keep working in compliance with all Health protocols that are strictly stipulated in both the office environment, the location area and the workshop/warehouse. This pandemic condition has made the Company actively make donations to several hospitals both in the Jabodetabek area and throughout the Elnusa area. Donations were given in the form of complete Personal Protective Equipment (PPE) (head cap, coveralls, gloves, N95 masks, safety goggles, faceshields, shoes covers) for medical health workers. Not only complete PPE, donations in the form of handsanitizers were also delivered to the orphanage and the community around the Elnusa location. The total in the Company for the Covid-19 Donation



Covid-19 ini yaitu 15.710 (lima belas ribu tujuh ratus sepuluh) penerima manfaat.

is 15,710 (fifteen thousand seven hundred and ten) beneficiaries.

### NILAI INVESTASI SOSIAL

Nilai investasi sosial untuk pelibatan dan pengembangan komunitas yang dikeluarkan oleh Perseroan dan grup adalah sebesar Rp11,162,571,708 atau 2.37% dari laba bersih yang dihasilkan pada tahun ini, sebagai berikut:

### SOCIAL INVESTMENT VALUE

The social investment value for community involvement and development issued by the Company and the group is Rp11,162,571,708 or 2.37% of the net profit generated this year, as follows:

	2020	2019	2018
Nilai investasi (Rp-miliar) Investment value (Rp-billion)	11,2	40,9	16,4

### Event Organizing

Pada Tahun 2020 telah diselenggarakan beberapa kegiatan/event yang dikoordinasi oleh *Corporate Secretary* dengan berkolaborasi dengan beberapa fungsi terkait (IT, EPS, Anak Perusahaan, Human Capital, dll). Total kegiatan yang tercatat sebanyak 59 (lima puluh Sembilan) acara.

### Organizing Events

In 2020, several activities/events were coordinated by the Corporate Secretary in collaboration with several related functions (IT, EPS, Subsidiaries, Human Capital, etc.). The total number of activities recorded was 59 (fifty nine) events.

## UNIT AUDIT INTERNAL

### INTERNAL AUDIT UNIT

#### UNIT AUDIT INTERNAL

Internal audit merupakan bagian dari organisasi perusahaan yang memiliki peranan penting dalam perkembangan perusahaan yaitu bertugas dan bertanggung jawab untuk memberikan pendapat profesional dan independen serta rekomendasi perbaikan kepada Direktur Utama serta manajemen terkait mengenai kegiatan atau operasional perusahaan.

Kegiatan Internal Audit dilakukan mengacu kepada standar yang telah ditetapkan secara nasional ataupun internasional dan menjadikan standar tersebut sebagai acuan atau pedoman dalam melaksanakan aktivitas audit.

Internal Audit berdasarkan standar yang berlaku didefinisikan sebagai suatu kegiatan pemberian keyakinan (*assurance*) dan konsultasi yang bersifat independen dan objektif, dengan tujuan untuk memberikan nilai tambah dan memperbaiki operasional perusahaan, melalui pendekatan yang sistematis, dengan cara mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian, dan proses tata kelola perusahaan.

#### Pihak yang Mengangkat dan Memberhentikan Kepala Internal Audit

Internal Audit dipimpin oleh seorang kepala yang disebut Kepala Internal Audit atau *Chief of Internal Audit* yang diangkat dan diberhentikan oleh Direksi dengan persetujuan Dewan Komisaris. Selanjutnya setiap pengangkatan atau pemberhentian Kepala Internal Audit, perusahaan wajib menyampaikan pemberitahuan kepada Otoritas Jasa Keuangan (OJK).

#### Pertanggungjawaban

Secara struktural Kepala Internal Audit atau *Chief of Internal Audit* bertanggung jawab kepada Direktur Utama dan mempunyai hubungan fungsional dengan Komite Audit. *Chief of Internal Audit* wajib menyampaikan Laporan Hasil Audit (LHA) kepada Direktur Utama, Komite Audit, dan *Auditee*.

#### Profil Kepala Internal Audit atau *Chief of Internal Audit*

Berdasarkan SK No. 016/EN/KPTS/000D/2019 tanggal 1 November 2019 tentang Penetapan Mutasi Jabatan Manajemen, Direktur Utama mengangkat Ganang Soegiyarso sebagai *Chief of Internal Audit* Perseroan.

#### INTERNAL AUDIT UNIT

Internal audit is part of a company organization that has an important role in the development of the company, which is tasked with and responsible for providing professional and independent opinions and recommendations for improvement to the President Director and related management regarding company activities or operations.

Internal Audit activities are carried out in reference to standards that have been set nationally or internationally and make these standards as a reference or guide in carrying out audit activities.

Internal Audit based on applicable standards is defined as an assurance and consultation activity that is independent and objective, with the aim of providing added value and improving company operations, through a systematic approach, by evaluating and increasing the effectiveness of risk management, control, and corporate governance processes.

#### The Party that Appoint and Dismiss the Head of Internal Audit

Internal Audit is led by a Head of Internal Audit or Chief of Internal Audit who is appointed and dismissed by the Board of Directors with the approval of the Board of Commissioners. Furthermore, every time the Head of Internal Audit is appointed or dismissed, the company is required to notify the Financial Services Authority (FSA).

#### Accountability

Structurally the Chief of Internal Audit is responsible to the President Director and has a functional relationship with the Audit Committee. The Chief of Internal Audit must submit the Audit Report (LHA) to the President Director, Audit Committee and *Auditee*.

#### Chief of Internal Audit Profile

Based on Decree No. 016/EN/KPTS/000D/2019 dated 1 November 2019 concerning the Establishment of a Management Position, the President Director appointed Ganang Soegiyarso as the Chief of Internal Audit of the Company.

## Ganang Soegiyarso

Kepala Internal Audit  
Chief of Internal Audit



### Data Pribadi

Warga negara Indonesia  
Usia 53 tahun  
Kelahiran Solo, 12 Agustus 1967

### Domisili

Pondok Aren, Tangerang Selatan, Provinsi Banten, Indonesia

### Pendidikan

Akuntan STAN Jakarta lulus tahun 1995

### Sertifikasi Profesi

Sertifikasi Qualified Internal Auditor (QIA) Tahun 2017, Yayasan Pendidikan Internal Auditor (YPIA)

### Bergabung di Elnusa

2/Januari/2013

### Pengalaman Kerja

1. Auditor pada Tim Gabungan Pemeriksaan Wajib Pajak Potensial Badan Pengawasan Keuangan & Pembangunan (BPKP)-Ditjen Pajak di Jakarta 1989 - 1992
2. Auditor pada BPKP Kantor Perwakilan Sumatera Selatan di Palembang 1995 - 2000
3. Auditor pada Deputy Pengawasan Instansi Pemerintah Bidang Polsoskam BPKP Kantor Pusat di Jakarta 2000 - 2005
4. Anggota Tim Koordinasi Pemberantasan Tindak Pidana Korupsi (Timtastipikor) di Kejaksaan Agung RI Jakarta 2005 - 2007
5. Auditor pada Deputy Pengawasan Instansi Pemerintah Bidang Polsoskam BPKP Kantor Pusat di Jakarta 2007 - 2008
6. Auditor pada Inspektorat Badan Narkotika Nasional (BNN) Jakarta 2008 - 2009
7. Auditor pada Deputy Pengawasan Instansi Pemerintah Bidang Polsoskam BPKP Kantor Pusat di Jakarta 2009 - 2012
8. Internal Control Chief Officer pada PT Inti Karya Persada Teknik (IKPT) di Jakarta 2012
9. Senior Auditor PT Elnusa Tbk 2013 - 2019
10. Chief of Internal Audit PT Elnusa Tbk Nov 2019 sd sekarang

### Personal Data

Indonesian citizens  
53 years old  
Born in Solo, August 12, 1967

### Domicile

Pondok Aren, South Tangerang, Banten Province, Indonesia

### Education

Jakarta STAN accountant graduated in 1995

### Professional Certification

Qualified Internal Auditor (QIA) Certification 2017, Internal Auditor Education Foundation (YPIA)

### Start of Employment in Elnusa

January 2, 2013

### Work Experience

1. Auditor on the Joint Team for Examination of Potential Taxpayers of the Financial & Development Supervisory Agency (BPKP) -Ditjen Tax in Jakarta 1989 - 1992
2. Auditor at the BPKP South Sumatera Representative Office in Palembang 1995-2000
3. Auditor at the Deputy of the Supervision of Government Agencies of the BPKP Polsoskam Head Office in Jakarta 2000 - 2005
4. Members of the Corruption Eradication Coordination Team (Timtastipikor) at the Indonesian Attorney General's Office in Jakarta 2005 - 2007
5. Auditor at the Deputy of the Supervision of Government Agencies in the Polsoskam BPKP Head Office in Jakarta 2007 - 2008
6. Auditor at the Jakarta National Narcotics Agency (BNN) Inspectorate 2008 - 2009
7. Auditor at the Deputy of the Supervision of Government Agencies at the BPKP Polsoskam Head Office in Jakarta 2009 - 2012
8. Internal Control Chief Officer at PT Inti Karya Persada Teknik (IKPT) in Jakarta 2012
9. Senior Auditor of PT Elnusa Tbk 2013 - 2019
10. Chief of Internal Audit of PT Elnusa Tbk Nov 2019 - present

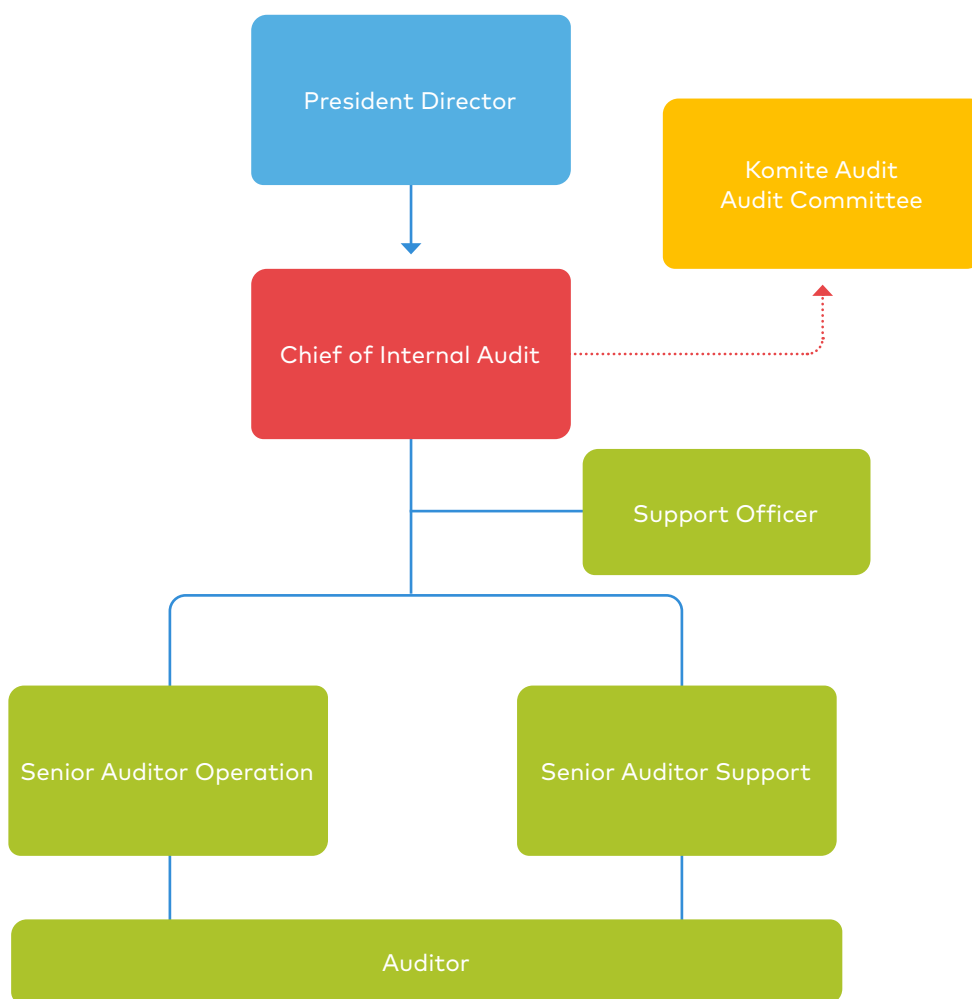
### Struktur Organisasi dan Kedudukan Internal Audit

Internal Audit dipimpin oleh seorang kepala yang disebut *Chief of Internal Audit* yang diangkat dan diberhentikan oleh Direksi dengan persetujuan Dewan Komisaris.

### Organizational Structure and Position of Internal Audit

Internal Audit is led by a head called the Chief of Internal Audit who is appointed and dismissed by the Board of Directors with the approval of the Board of Commissioners.

#### Struktur Organisasi Internal Audit Internal Audit Organizational Structure



Hingga akhir tahun 2020, Fungsi Internal Audit memiliki 8 personil dengan rincian sebagai berikut:

Until the end of 2020, the Internal Audit Function has 8 personnel with the following details:

Jabatan/Fungsi Position/Function	Jumlah Amount
Kepala Internal Audit Chief of Internal Audit	1 orang/member
Senior Auditor Operation	vacant
Senior Auditor Support	1 orang/member
Auditor	2 orang/members
Junior Auditor	3 orang/members
Support Officer	1 orang/member
<b>Jumlah Total</b>	<b>8 orang/members</b>

### Riwayat Pendidikan Anggota Personil Unit Internal Audit

### Education History of Internal Audit Unit Personnel Members

No.	Anggota Member	Pendidikan Education
1.	Ardiyanto	Sarjana Teknik Fisika dari Universitas Diponegoro (1991) Bachelor's Degree in Physics Engineering from Diponegoro University (1991)
2.	Irma Devianti	Sarjana Ekonomi Jurusan Akuntansi dari Universitas Diponegoro (2005) Bachelor's Degree in Accounting from Diponegoro University (2005)
3.	Wirawan Moehammad	Sarjana Ekonomi Jurusan Akuntansi dari Universitas Indonesia (2008) Bachelor's Degree in Accounting from University of Indonesia (2008)
4.	Raditya Arya Kusumah	Sarjana Teknik Perminyakan dari Universitas Trisakti (2010) Bachelor's Degree in Oil Engineering from Trisakti University (2010)
5.	Danang Swastiko	Sarjana Teknik Fisika dari Universitas Indonesia (2013) Bachelor's Degree in Physics Engineering from University of Indonesia (2013)
6.	Erika Putri Dewi	Sarjana Ekonomi Jurusan Akuntansi dari Universitas Trisakti (2014) Bachelor's Degree in Accounting from Trisakti University (2014)
7.	Shoffy Mulyanti	Sarjana Teknik Arsitektur dari Universitas Trisakti (1997) Bachelor's Degree in Architecture from Trisakti University (1997)

### Sertifikasi Profesi Internal Audit

Auditor Internal Audit memiliki kualifikasi dan kompetensi yang memadai dalam melaksanakan fungsi dan tugasnya, hal ini ditandai dengan sertifikasi yang dimiliki oleh sebagian besar Auditor dan akan diikuti oleh auditor lainnya. Auditor wajib memenuhi kualifikasi dan persyaratan antara lain: (1) memiliki integritas dan perilaku yang profesional, serta objektif dalam pelaksanaan tugasnya, (2) memiliki pengetahuan tentang peraturan perundang-undangan yang terkait dengan proses bisnis migas, (3) memiliki pengalaman mengenai teknis audit dan disiplin ilmu lain yang relevan dengan bidang tugasnya, (4) cakap dalam berinteraksi dan berkomunikasi baik lisan maupun tertulis secara efektif, (5) mematuhi standar profesi dan kode etik yang dikeluarkan oleh asosiasi Audit Internal, (6) menjaga kerahasiaan informasi

### Internal Audit Professional Certification

Internal Audit Auditors have adequate qualifications and competence in carrying out their functions and duties, this is indicated by the certification that is owned by most Auditors and will be followed by other auditors. Auditors are required to meet the qualifications and requirements, among others: (1) having integrity and professional behavior, as well as being objective in carrying out their duties, (2) having knowledge of the laws and regulations relating to the oil and gas business process, (3) having experience in technical audits and other disciplines relevant to their area of work, (4) competent in interacting and communicating both verbally and in writing effectively, (5) adhering to professional standards and ethical codes issued by the Internal Audit association, (6) maintaining the confidentiality of information and/

dan/atau data Perusahaan terkait pelaksanaan tugas dan tanggung jawabnya, serta (7) memahami prinsip-prinsip tata kelola perusahaan yang baik dan memiliki pengetahuan manajemen risiko yang memadai. Untuk itu seluruh auditor dilengkapi dengan pengetahuan yang perlu ditingkatkan secara berkelanjutan.

Berikut rincian level sertifikasi masing-masing anggota Internal Audit.

Level Sertifikasi Certification Level	Jumlah Auditor Auditor Total
Qualified Internal Auditor (QIA)	6 orang/members
Audit Internal Tingkat Dasar II Internal Audit Basic Level 2	2 orang/members
<b>Jumlah / Total</b>	<b>8 orang/members</b>

### Piagam Internal Audit

Pada tahun 2020, Internal Audit telah mengevaluasi Piagam Internal Audit (*Audit Charter*) yang telah beberapa kali dilakukan revisi, revisi terakhir dilakukan pada tahun 2019 dengan lembar pengesahan No.1/PPAI-EN/II/2019 tanggal 28 februari 2019 yang ditandatangani oleh Ketua Komite Audit dan Direktur Utama. Piagam Internal Audit revisi terakhir telah diberlakukan secara efektif di tahun 2020. Perbaikan/revisi Piagam Internal Audit mengacu pada Peraturan dan Perundang-undangan yang berlaku maupun International Standards for the Professional Practice of Internal Auditing (*Standards*).

### Independensi

Sebagai pemeriksa internal, Internal Audit dalam menjalankan tugas dan fungsinya memiliki kebebasan bertindak (*independen*) secara objektif. Sesuai dengan Standards, aktivitas audit internal harus bebas dari campur tangan dalam penentuan ruang lingkup audit internal, pelaksanaan penugasan, dan pelaporan hasilnya. Kepala Audit Internal harus mengungkapkan campur tangan itu kepada Dewan dan mendiskusikan implikasinya.

### Tugas dan Tanggung Jawab

Divisi Internal Audit bersifat independen dan mempunyai tugas dan tanggung jawab sebagai berikut:

1. Menyusun dan melaksanakan rencana Audit Internal tahunan berbasis risiko;
2. Menguji dan mengevaluasi pelaksanaan pengendalian interen dan sistem manajemen risiko sesuai dengan kebijakan perusahaan sebagaimana tertera dalam Program Kerja Audit Tahunan (PKAT);

or Company data related to the implementation of its duties and responsibilities, and (7) understanding the principles of good corporate governance and has adequate risk management knowledge. For this reason, all auditors are equipped with knowledge that needs to be improved on an ongoing basis.

The following details the level of certification of each member of the Internal Audit.

### Internal Audit Charter

In 2020, Internal Audit has evaluated the Internal Audit Charter (*Audit Charter*) which has been revised several times, the last revision was done in 2019 with ratification sheet No.1/PPAI-EN/II/2019 dated February 28, 2019 signed by the Chairperson of the Audit Committee and President Director. The latest revised Internal Audit Charter was effective in 2020. The revision of the Internal Audit Charter refers to the applicable laws and regulations as well as the International Standards for Professional Practice of Internal Auditing.

### Independence

As an internal examiner, Internal Audit in carrying out its duties and functions has the freedom to act (*independently*) objectively. In accordance with Standards, internal audit activities must be free from interference in determining the scope of internal audit, the implementation of assignments, and reporting of results. The Head of Internal Audit must disclose the intervention to the Board and discuss its implications.

### Duties and Responsibilities

The Internal Audit Division is independent and has the following duties and responsibilities:

1. Develop and implement a risk-based annual Internal Audit plan;
2. Test and evaluate the implementation of internal control and risk management systems in accordance with company policy as stated in the Annual Audit Work Program (PKAT);

3. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, operasional, sumber daya manusia, pemasaran, teknologi informasi, dan kegiatan lainnya sebagaimana tertera dalam Program Kerja Audit Tahunan (PKAT);
4. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkat manajemen;
5. Membuat laporan hasil audit dan menyampaikan laporan tersebut kepada Direktur Utama dan Komite Audit;
6. Memantau, menganalisis dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan;
7. Bekerja sama dengan Komite Audit;
8. Menyusun program untuk mengevaluasi mutu kegiatan Internal Audit yang dilakukan;
9. Melakukan pemeriksaan khusus apabila diperlukan.

#### **Wewenang Internal Audit**

Untuk mendukung kelancaran pelaksanaan tugasnya, Internal Audit diberikan wewenang untuk:

1. Dapat memasuki seluruh area dalam organisasi dan mengakses informasi, catatan, meminta keterangan dari setiap orang tanpa dibatasi (*unrestricted*);
2. Auditor berwenang untuk berinteraksi langsung dengan Direktur Utama, Dewan Komisaris, dan/atau Komite Audit serta anggota dari Direktur Utama, Dewan Komisaris, dan/atau Komite Audit;
3. Mengadakan rapat secara berkala ataupun insidental dengan Direktur Utama, Dewan Komisaris, dan/atau Komite Audit;
4. Melakukan koordinasi kegiatannya dengan kegiatan auditor eksternal;
5. Melakukan koordinasi dengan auditor eksternal terkait dengan laporan tahunan, internal audit melakukan monitoring atas pelaksanaan tindak lanjut Management Letter yang diterbitkan pihak auditor eksternal.

#### **Pelaporan**

Internal Audit menyampaikan dan menyediakan laporan kepada Direktur Utama yang terdiri dari:

1. Laporan Hasil Audit Reguler yang berisi penilaian atas kecukupan dan efektivitas proses organisasi dalam mengendalikan kegiatan operasinya serta menangani risiko di area- area hasil audit.

3. Examining and evaluating efficiency and effectiveness in finance, accounting, operations, human resources, marketing, information technology, and other activities as stated in the Annual Audit Work Program (PKAT);
4. Provide suggestions for improvements and objective information about the activities examined at all levels of management;
5. Make an audit report and submit the report to the President Director and the Audit Committee;
6. Monitor, analyze and report the implementation of the improvements that have been suggested;
7. Working closely with the Audit Committee;
8. Arranging a program to evaluate the quality of Internal Audit activities carried out;
9. Conduct special checks if needed.

#### **Internal Audit Authority**

To ensure the smooth running of its duties, the Internal Audit is authorized to:

1. Enter all areas in the organization and access information, records, request information from everyone without being restricted (*unrestricted*);
2. Interact directly with the President Director, the Board of Commissioners, and/or the Audit Committee and members of the President Director, the Board of Commissioners, and/or the Audit Committee;
3. Hold regular or incidental meetings with the President Director, the Board of Commissioners, and/or the Audit Committee;
4. Coordinate its activities with the activities of external auditors;
5. Coordinate with external auditors related to annual reports, internal audits monitoring the implementation of Management Letter follow-up issued by the external auditor.

#### **Reporting**

Internal Audit submits and provides reports to the President Director consisting of:

1. Report on the Regular Audit Results containing an assessment of the adequacy and effectiveness of the organization's processes in controlling its operations and handling risks in the audit results areas.

- Laporan Interim yang berisi isu-isu penting hasil audit reguler yang perlu segera disampaikan untuk mendapatkan arahan lebih lanjut dari Direktur Utama.
- Laporan kemajuan pelaksanaan tindak lanjut rekomendasi hasil audit.

- An Interim Report containing important issues of the results of a regular audit that needs to be submitted immediately to get further direction from the President Director.
- Progress report on the implementation of follow-up recommendations on audit results.

### Laporan Singkat Pelaksanaan Tugas Satuan Pengawasan Internal Tahun 2020

Dalam menjalankan tugasnya, Fungsi Internal Audit memiliki Program Kerja Audit Tahunan (PKAT) tahun 2020 yang disusun dengan menggunakan pendekatan audit berbasis risiko (*risk based audit*). PKAT 2020 disampaikan kepada Komite Audit dan Direktur Utama untuk dimintakan persetujuan. Pada Tahun 2020 Internal Audit telah melakukan Audit Reguler dan Audit atas permintaan khusus oleh Manajemen. Berikut gambaran aktivitas Audit tahun 2020:

### Brief Report on the Implementation of the Internal Audit Unit's 2020 Duties

In carrying out its duties, Internal Audit has an Annual Audit Work Program (PKAT) for 2020 which is prepared using a risk-based audit approach. PKAT 2020 is submitted to the Audit Committee and the President Director for approval. In 2020 Internal Audit has conducted Regular Audits and Audits at special requests by Management. The following is an overview of Audit activities in 2020:

No.	Tema Audit Audit Theme	Ruang Lingkup Scope	Jumlah Laporan Number of Report
1.	Operasional Operational	Audit Operasional pada Unit Bisnis Artificial Lift Services (ALS) Operational Audit on Artificial Lift Services (ALS) Business Unit	1 Laporan 1 Report
2.	Operasional Operational	Audit Operasional pada Unit Bisnis Depo di PT Elnusa Petrofin Operational Audit at the Depot Business Unit at PT Elnusa Petrofin	1 Laporan 1 Report
3.	Operasional Operational	Audit Operasional Pelaksanaan RKAP Tahun 2019 pada Anak perusahaan PT Elnusa Trans Samudera Operational Audit for the Implementation of the 2019 RKAP at a subsidiary, PT Elnusa Trans Samudera	1 Laporan 1 Report
4.	Operasional Operational	Audit Operasional Cost of Revenue pada Divisi Production & Maintenance Services (POMS) Operational Audit Cost of Revenue in the Production & Maintenance Services (POMS) Division	1 Laporan 1 Report
5.	Operasional Operational	Audit Pengelolaan Dana Corporate Social Responsibility (CSR) di Lingkungan Elnusa Holding Audit of Corporate Social Responsibility (CSR) Fund Management in the Elnusa Holding Environment	1 Laporan 1 Report
6.	Compliance	Audit Lanjutan Pengelolaan Revenue Cycle di Lingkungan PT PND Advanced Audit of Revenue Cycle Management in PT PND	1 Laporan 1 Report
7.	Penerapan Code of Conduct Application of the Code of Conduct	Audit atas Pelaporan Pelanggaran/Pengaduan yang masuk melalui saluran Wistle Blowing System (WBS) Audit of Reporting Violations/Complaints that enter through the Wistle Blowing System (WBS) channel	5 Laporan 5 Reports
8.	Konsultasi Proses Claim Claim Process Consultation	Konsultasi dan/atau Pedampingan proses claim perusahaan kepada pemberi kerja Consultation and/or assistance in the process of company claims to the employer	2 Laporan 2 Reports
9.	Quality Assurance	Peer Review antar Fungsi IA di Lingkungan Pertamina Group Peer Review between IA Functions within Pertamina Group	1 Laporan 1 Report



### Hasil Temuan Audit di 2020

Hasil pelaksanaan audit tertuang dalam Laporan Hasil Audit (LHA) yang antara lain memuat rekomendasi dari auditor atas temuan hasil audit. Rekomendasi tersebut harus ditindaklanjuti oleh auditee sesuai dengan waktu yang telah ditentukan. Monitoring tindak lanjut dilaksanakan oleh auditor secara berkala. Apabila Tindak lanjut masih belum selesai dilakukan maka akan berstatus "open" dan auditee diminta untuk memberikan *progress report*.

### Pengembangan Kompetensi Satuan Pengawasan Intern

Perseroan memfasilitasi pelaksanaan program pengembangan bagi Internal Audit dalam rangka meningkatkan kompetensi karyawan. Program ini diharapkan mampu memberikan dampak positif terhadap produktivitas dan efektivitas kinerja Internal Audit.

Tentang kegiatan peningkatan kompetensi yang diikuti SPI di sepanjang tahun 2020 dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

### Audit Findings in 2020

The results of the audit are contained in the Audit Report (LHA) which includes the recommendation of the auditor on the findings of the audit. These recommendations must be followed up by the auditee in accordance with the specified time. Follow-up monitoring is carried out by the auditor on a regular basis. If the follow-up is still not done then the status will be "open" and the auditee is asked to provide a progress report.

### Competency Development of Internal Control Unit

The Company facilitates the implementation of development programs for Internal Audit in order to improve employee competencies. The program is expected to have a positive impact on productivity and effectiveness of Internal Audit performance.

Concerning competency improvement activities that have been participated in by SPI throughout 2020, can be seen in the Company Profile chapter in this annual report.

## AKUNTAN PUBLIK

### PUBLIC ACCOUNTANT

Akuntan publik merupakan organ eksternal Perseroan yang berfungsi memberikan opini terkait kesesuaian penyajian laporan keuangan Perseroan terhadap Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia. Keberadaan akuntan publik diatur melalui Peraturan OJK No. 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan.

### KEPATUHAN TERHADAP STANDAR AKUNTANSI KEUANGAN INDONESIA

Manajemen bertanggung jawab terhadap penyajian laporan keuangan Perseroan dan patuh terhadap SAK yang berlaku di Indonesia yang ditetapkan oleh Ikatan Akuntan Indonesia (IAI) dan Keputusan Ketua Badan Pengawas Pasar Modal Lembaga Keuangan (Bapepam-LK) yang sekarang menjadi Otoritas Jasa Keuangan (OJK) No. VIII.G.7, Lampiran Surat Keputusan No. KEP-347/BL/2012, tanggal 25 Juni 2012 tentang Pedoman Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik.

#### Prosedur Audit Eksternal dan Standar Audit

1. Audit atas laporan keuangan Perseroan dilakukan sesuai dengan standar profesional Akuntan Publik yang mencakup seluruh prosedur audit yang dipandang perlu sesuai dengan keadaan.
2. Audit meliputi pengujian dan evaluasi terhadap sistem pengendalian intern, serta pemeriksaan, atas dasar pengujian, bukti-bukti yang mendukung jumlah-jumlah dan pengungkapan dalam laporan keuangan. Audit juga akan meliputi penilaian atas prinsip akuntansi yang digunakan dan estimasi signifikan yang dibuat oleh manajemen, serta penilaian atas penyajian laporan keuangan secara keseluruhan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) yang dikeluarkan oleh IAI.
3. Sebagai bagian dari proses audit, Kantor Akuntan Publik (KAP) juga melakukan tanya jawab kepada manajemen mengenai pernyataan manajemen yang disajikan dalam laporan keuangan.
4. Audit mengandung risiko inheren bahwa jika terdapat kekeliruan dan ketidakberesan yang material. Jika terdapat hal tersebut, KAP akan menyampaikan kepada manajemen.
5. Manajemen menyetujui kertas kerja pemeriksaan KAP atas Perseroan untuk di-review oleh badan atau otoritas terkait.

Public accountants are the Company's external organs whose function is to provide opinions related to the suitability of the presentation of the Company's financial statements with the Financial Accounting Standards (SAK) in force in Indonesia. The existence of public accountants is regulated through OJK Regulation No. 13/POJK.03/2017 concerning Use of Public Accountant Services and Public Accountant Offices in Financial Services Activities.

### COMPLIANCE WITH INDONESIAN FINANCIAL ACCOUNTING STANDARDS

Management is responsible for the presentation of the Company's financial statements and in compliance with Indonesian GAAPs as determined by the Indonesian Institute of Accountants (IAI) and Decision of the Chairman of the Financial Institution Capital Market Supervisory Agency (Bapepam-LK) which is now the Financial Services Authority (OJK) No. VIII.G.7, Attachment to Decree No. KEP-347 /BL/2012 dated June 25, 2012 concerning Guidelines for the Presentation and Disclosure of Financial Statements of Issuers or Public Companies

#### External Audit Procedures and Audit Standards

1. Audits of the Company's financial statements are conducted in accordance with the professional standards of the Public Accountant which covers all audit procedures deemed necessary in accordance with the circumstances.
2. The audit includes testing and evaluating the internal control system, as well as checking, on the basis of testing, evidence supporting the amounts and disclosures in the financial statements. The audit will also include an assessment of the accounting principles used and significant estimates made by management, as well as an evaluation of the presentation of the overall financial statements in accordance with the Statement of Financial Accounting Standards (PSAK) issued by IAI.
3. As part of the audit process, the Public Accounting Firm (KAP) also conducts questions and answers to management regarding management statements presented in the financial statements.
4. Audit carries an inherent risk that if there are material errors and irregularities. If there is this, the KAP will submit it to management.
5. Management approved the KAP inspection work paper on the Company for review by the relevant agency or authority.

Audit dilaksanakan berdasarkan Standar Profesional Akuntan Publik yang diterbitkan oleh Institut Akuntan Publik Indonesia (IAPI). Jika terdapat bantuan keuangan Pemerintah RI, maka audit dilaksanakan berdasarkan Standar Pemeriksaan Keuangan Negara (SPKN) yang diterbitkan oleh Badan Pengawasan Keuangan (BPK) RI.

### Mekanisme Penunjukan Akuntan Publik

Tahapan mekanisme penunjukan KAP:

1. Keputusan RUPS Tahunan
2. Rekomendasi dari Komite Audit Perseroan
3. Keputusan Dewan Komisaris Perseroan atas Penunjukan Kantor Akuntan Publik

### Akuntan Publik Tahun 2020

Berdasarkan Keputusan RUPS Tahunan tanggal 8 Juli 2020 Perseroan telah menyetujui untuk mendelegasikan kewenangan kepada Dewan Komisaris Perseroan untuk menunjuk Akuntan Publik Independen dari Kantor Akuntan Publik (KAP) untuk melakukan pemeriksaan atas Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2020 berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, termasuk untuk menunjuk KAP pengganti bilaman karena sebab apapun juga berdasarkan ketentuan Pasar Modal di Indonesia apabila KAP yang ditunjuk tidak dapat melakukan tugasnya, dengan kriteria bahwa:

1. KAP tersebut terdaftar di Otoritas Jasa Keuangan.
2. KAP tersebut dalam afiliasi KAP empat besar (Big Four) di dunia.

Penunjukan KAP Purwantono, Sungkoro dan Surja telah diperkuat melalui Surat Keputusan Dewan Komisaris Nomor L9.014C-2019.041 Untuk menjamin independensi dan kualitas hasil pemeriksaan, Auditor Eksternal yang ditunjuk tidak boleh memiliki benturan kepentingan dengan Perseroan.

The audit was conducted based on the Professional Standards of Public Accountants issued by the Indonesian Institute of Certified Public Accountants (IAPI). If there is financial assistance from the Government of the Republic of Indonesia, the audit is carried out based on the State Financial Examination Standards (SPKN) issued by the Indonesian Financial Supervisory Agency (BPK).

### The Mechanism of Public Accountant Appointment

Stages of the mechanism for the appointment of KAP:

1. Annual GMS Decision
2. Recommendations from the Company's Audit Committee
3. Decision of the Company's Board of Commissioners on Appointment Public accounting firm

### Public Accountant of 2020

Based on the Resolution of the Annual General Meeting of Shareholders on July 8, 2020, the Company has agreed to delegate authority to the Company's Board of Commissioners to appoint an Independent Public Accountant from the Public Accounting Firm (KAP) to conduct an audit of the Company's Financial Statements for the fiscal year ending on December 31, 2020 along with the value of services, in accordance with applicable rules and regulations, including to appoint a substitute KAP for any time due to any reason whatsoever based on the provisions of the Capital Market in Indonesia if the appointed KAP cannot perform its duties, with the criteria that:

1. The KAP is registered with the Financial Services Authority.
2. The KAP is in the Big Four affiliates (Big Four) at World.

The appointment of KAP Purwantono, Sungkoro and Surja has been strengthened through the Decree of the Board of Commissioners No. L9.014C-2019.041 To guarantee the independence and quality of the results of examinations, the appointed External Auditor may not have a conflict of interest with the Company.

**Akuntan Publik Tahun 2020**  
 2020 Public Accountant

Kantor Akuntan Publik Public Accountant Firm	:	Purwantono, Sungkoro dan Surja Purwantono, Sungkoro and Surja
Nomor Surat Tanda Terdaftar Registered Letter Number	:	STTD.KAP-03/PM.22/2018
Akuntan Accountant	:	Sinarta
Nomor Registrasi dari Menteri Keuangan Registration Number and Minister of Finance	:	AP.0701
Tahun Audit Audit Year	:	Tahun Buku 2020 2020 Fiscal Year
Periode Penugasan Assignment Period	:	3
Jasa Services	:	Audit umum atas Laporan Keuangan Konsolidasian tahun buku 2020 dan PSAK 7 Series. General Audit of the 2020 Consolidated Financial Statements for the year and PSKA 7 Series
Jasa Lainnya Other Services	:	-
Biaya Cost	:	Rp2.250.000.000

Laporan keuangan Elnusa hingga periode 31 Desember 2020 telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro dan Surja. Dari hasil audit tersebut, KAP Purwantono, Sungkoro dan Surja memberikan opini "audit wajar tanpa modifikasian" yang telah disampaikan kepada Direksi.

Elnusa's financial statements as of December 31, 2020 have been audited by the Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja. From the results of the audit, KAP Purwantono, Sungkoro & Surja provided an opinion on "fair audit without modification" that was submitted to the Directors.

**Daftar Akuntan Publik**

Guna kebutuhan transparansi, berikut disampaikan daftar Kantor Akuntan Publik, Akuntan dan biaya yang diberikan dalam mengaudit laporan keuangan Perseroan untuk periode 6 (enam) tahun terakhir.

**Public Accountant List**

For transparency needs, the following is a list of public accounting firms, accountants and fees provided in auditing the Company's financial statements for the past 6 (six) years.

**Daftar Akuntan Publik 2015-2020**  
List of Public Accountants 2015-2020

Tahun Buku Fiscal Year	Kantor Akuntan Publik Public Accounting Firm	Akuntan Accountant	Jasa Services	Jasa Lainnya Other Services	Biaya Jasa Service Fee
2020	KAP Purwantono, Sungkoro dan Surja Public Accounting Firm (KAP) Purwantoro, Sungkoro and Surja	Sinarta	Audit umum atas Laporan Keuangan Konsolidasian tahun buku 2019 General audit of the Consolidated Financial Statements fiscal year 2019	-	Rp2.250.000.000,-
2019	KAP Purwantono, Sungkoro dan Surja Public Accounting Firm (KAP) Purwantoro, Sungkoro and Surja	Sinarta	Audit umum atas Laporan Keuangan Konsolidasian tahun buku 2019 General audit of the Consolidated Financial Statements fiscal year 2019	-	Rp2.200.000.000,-
2018	KAP Purwantono, Sungkoro dan Surja Public Accounting Firm (KAP) Purwantoro, Sungkoro and Surja	Sinarta	Audit umum atas Laporan Keuangan Konsolidasian tahun buku 2018 General audit of the Consolidated Financial Statements fiscal year 2018	-	Rp2.000.000.000,-
2017	KAP Purwantono, Sungkoro dan Surja Public Accounting Firm (KAP) Purwantoro, Sungkoro and Surja	Moch. Dadang Syachruna	Audit umum atas Laporan Keuangan Konsolidasian tahun buku 2017 General audit of the Consolidated Financial Statements fiscal year 2017	-	Rp2.984.000.000,-
2016 per 31 Desember 2016 as of December 31	KAP Purwantono, Sungkoro dan Surja Public Accounting Firm (KAP) Purwantoro, Sungkoro and Surja	Widya Arijanti	Audit umum atas Laporan Keuangan Konsolidasian tahun buku 2016 General audit of the Consolidated Financial Statements fiscal year 2016	-	Rp1.900.000.000,-
2016 per 30 Juni 2016 as of June 30					Rp1.850.000.000,-
2015	KAP Purwantono, Sungkoro dan Surja Public Accounting Firm (KAP) Purwantoro, Sungkoro and Surja	Moch. Dadang Syachruna	Audit umum atas Laporan Keuangan Konsolidasian tahun buku 2015 General audit of the Consolidated Financial Statements fiscal year 2015	-	Rp2.590.312.000,-

## MANAJEMEN RISIKO

### RISK MANAGEMENT

Elnusa sebagai perusahaan yang bergerak pada jasa minyak dan gas yang mana kegiatan operasinya dihadapkan dengan sejumlah risiko, yang di antaranya diluar kendali Perseroan dan dapat mempengaruhi kelangsungan usahanya jika tidak dikelola dengan bijaksana. Proses tata kelola manajemen risiko di dalam Perseoran dirancang untuk menentukan tingkat risiko yang bersedia diambil oleh Perseroan dalam mengejar tujuan strategis dan untuk memberikan tingkat kepastian yang lebih tepat dalam setiap risiko yang Perseroan ambil. Penerapan *Enterprise Risk Management* (ERM) membantu dalam melakukan pendekatan secara sistematis dalam mengidentifikasi dan mengelola risiko-risiko kompleks Perseroan, anak perusahaan, unit bisnis dan departemen atau divisi. Sebagai bagian dari proses ERM, Perseroan melakukan pengkajian ulang secara berkala terhadap sejumlah risiko yang ada.

#### OVERVIEW MANAJEMEN RISIKO 2020

Selama tahun 2020 pengelolaan risiko telah ditangani dengan baik dengan tetap memperhatikan dampak sosial dan lingkungan. Fokus manajemen risiko yang dilakukan oleh Unit Kerja Risk Management. Perseroan telah berupaya untuk:

1. Mengelola serta mengambil langkah-langkah yang diperlukan dalam upaya memitigasi risiko yang teridentifikasi melalui proses Risk Assessment.
2. Mengadopsi prinsip dan pedoman ISO 31000:2009 sebagai kerangka kerja manajemen risiko. Perseoran telah melakukan penyesuaian dalam penerapan ISO 31000 sesuai dengan karakteristik bisnis, organisasi dan tata kelola Perusahaan sehingga dapat meningkatkan *risk awareness* hingga membentuk suatu budaya sadar risiko di dalam Perusahaan.
3. Meningkatkan sistem pengelolaan risiko. Perseroan melakukan peningkatan sistem, infrastruktur dan proses manajemen risiko melalui pengelolaan dan perbaikan berkelanjutan kerangka, kebijakan dan prosedur serta instruksi kerja manajemen risiko. Peningkatan sistem yang dimaksud salah satunya adalah manajemen risiko telah menjadi salah satu item *Key Performance Indicator* (KPI) di setiap fungsi operasi dan shared service Perseroan, seperti yang tertuang dalam Surat Keputusan Direksi No. 070/EN/KPTS/000D/2020 tentang Penunjukan Risk Owner Dan Risk Champion Fungsi Dan Proyek.

As a company engaged in oil and gas services, Elnusa's operations are faced with a number of risks, some of which are outside the Company's control and can affect its business continuity if not managed wisely. The risk management governance process in the Company is designed to determine the level of risk that the Company is prepared to take in pursuing strategic objectives and to provide a more precise level of certainty in each risk that the Company takes. The implementation of Enterprise Risk Management (ERM) helps in carrying out a systematic approach in identifying and managing complex risks of the Company, its subsidiaries, business units and departments or divisions. As part of the ERM process, the Company conducts periodic reviews of a number of risks.

#### 2020 RISK MANAGEMENT OVERVIEW

During 2020 risk management has been handled properly while still paying attention to social and environmental impacts. The focus of risk management is carried out by the Risk Management Unit. The Company has made efforts to:

1. Manage and take the necessary steps in an effort to mitigate identified risks through the Risk Assessment process.
2. Adopt the principles and guidelines of ISO 31000: 2009 as a risk management framework. The company has made adjustments in the application of ISO 31000 in accordance with the characteristics of the business, organization and corporate governance so as to increase risk awareness to form a risk awareness culture within the Company.
3. Improve the risk management system. The Company improves systems, infrastructure and risk management processes through the management and continuous improvement of the risk management framework, policies and procedures and work instructions. One of the improvements in the system is that risk management has become one of the Key Performance Indicator (KPI) items in every function of the Company's operations and shared services, as stated in the Decree of the Board of Board of Directors No. 070/EN/KPTS/000D/2020 concerning the Appointment of Risk Owner and Risk Champion for Functions and Projects.

4. Dari segi infrastruktur, semakin pesatnya perkembangan era digital mendorong Perseroan untuk melakukan digitalisasi termasuk dalam pengelolaan risiko. Pada tahun 2020 Perseroan telah membangun dan mengimplementasikan Enterprise Risk Management System (ERMS) untuk pengelolaan risiko Perusahaan. Mulai Oktober 2020, pengidentifikasian, pencatatan, pemantauan dan pelaporan Risiko telah dilakukan melalui ERMS.
5. Selama tahun 2020, telah terjadi kerugian atas beberapa proyek yang berjalan. Kerugian proyek disebabkan antara lain karena kurangnya kompetensi dari personil, Partner atau Mitra kerja yang tidak perform, dan Dokumen *Detail Engineering Design* yang tidak tepat waktu sehingga membuat mundurnya pelaksanaan proyek. Fungsi Risk Manajemen Proyek bertanggung jawab atas pelaksanaan manajemen risiko dalam pengelolaan proyek berdasarkan prinsip efisiensi biaya, meminimalisasi potensi risiko lainnya, memaksimalkan keuntungan Perusahaan, dan mencegah timbulnya persepsi negatif terhadap reputasi Perusahaan. Dalam setiap tahapan proyek, pengukuran risiko dilakukan dan menyusun laporan analisis risiko untuk setiap jenis risiko yang dihadapi secara kualitatif dan/atau kuantitatif. Fungsi Risk Manajemen Proyek berperan sebagai penjaga kontrol pada lapis kedua (*2<sup>nd</sup> line of defense*) bersama-sama dengan *risk owner* dan juga sebagai fasilitator untuk menyampaikan pada direktur terkait. Upaya-upaya perbaikan terus dilakukan untuk meminimalisasi risiko kerugian proyek, dengan langkah-langkah sebagai berikut:
  - a. Melakukan *Sharing Session Lesson Learned Project*, yaitu evaluasi atas pelaksanaan proyek dan menyusun pembelajaran yang dapat diambil untuk pelaksanaan proyek berikutnya agar tidak terjadi lagi risiko kerugian di masa yang akan datang.
  - b. Perbaikan Sistem Operasi dan Prosedur untuk Investasi, Pendirian Perusahaan, Project Risk Management, Bisnis Baru, dan Kerja Sama Operasi.

## PROGRAM KERJA MANAJEMEN RISIKO TAHUN 2021

Penerapan Manajemen Risiko di Elnusa telah berjalan secara memadai yang ditunjang dengan struktur dan infrastruktur, pengawasan manajemen, peran, tanggung jawab dan akuntabilitas organisasi untuk mendorong pengembangan penerapan manajemen

## RISK MANAGEMENT WORK PROGRAM IN 2021

The implementation of Risk Management at Elnusa has been running adequately, supported by structure and infrastructure, management supervision, roles, responsibilities and organizational accountability to encourage the development of risk

risiko berdasarkan prinsip berkelanjutan (*going concern*) yaitu pertumbuhan dan kelanggengan (*growth and sustainability*).

Selanjutnya pada tahun 2021, Elnusa memiliki program kerja untuk penyempurnaan proses manajemen risiko. Tindakan penyempurnaan proses berperan untuk melakukan koreksi terhadap langkah-langkah yang dinilai belum cukup efektif. Salah satu rencana penyempurnaan proses manajemen adalah melakukan sosialisasi kepada Risk Owner untuk melakukan Compliance Process dalam proses risk assessment dan memasukkan ikhtisar profil risiko ke dalam dokumen Feasibility Study investasi/proyek pada sesi Manajemen Risiko. Fungsi Pengusul (Inisiator) "wajib" memintakan kajian kepada Fungsi Risk Management atas dokumen Feasibility Study investasi yang telah disusun untuk memastikan aktivitas Perusahaan telah sesuai dengan prinsip kehati-hatian praktik tata kelola risiko yang sehat, di mana hal ini telah diatur dalam Prosedur Pengelolaan Risiko Project dan Investasi.

Selain itu Elnusa juga memiliki program kerja untuk penyempurnaan ERMS salah satunya agar dapat mencakup risiko dalam proses Project Management dan membentuk Integrated System yang dapat diakses secara realtime oleh Risk Owner dan mendaftarkan risiko tersebut sebagai "Risk Bank Elnusa". Sebagai realisasi komitmen dan sasaran pengelolaan risiko. Perseroan juga akan menyusun roadmap pengembangan berkelanjutan implementasi manajemen risiko untuk memastikan Perseroan dapat mencapai rencana jangka panjangnya. Dengan peningkatan sistem pengelolaan risiko ini diharapkan budaya risiko akan membaik dan melekat di setiap insan Perseroan.

## PENERAPAN MANAJEMEN RISIKO

Kemampuan Elnusa dalam mencapai target bisnis dan bertahan dalam lingkungan bergantung pada bagaimana Elnusa menanggapi sejumlah risiko yang timbul. Secara internal, Elnusa memantau dan memitigasi risiko yang lebih komprehensif melalui *risk register*, yang akan terus menjadi perangkat penting dalam proses manajemen risiko. Elnusa akan tetap mempertimbangkan lingkungan eksternal dan internal untuk mengevaluasi perubahan dalam model kompetisi dan bisnis.

management implementation based on the principle of sustainability (*going concern*), namely growth and sustainability (*growth and sustainability*).

Furthermore, in 2021, Elnusa has a work program to improve the risk management process. Actions to improve the process play a role in correcting steps that are deemed ineffective. One of the plans for improving the management process is to disseminate information to Risk Owners to carry out the Compliance Process in the risk assessment process and to include an overview of the risk profile in the investment/project Feasibility Study document in the Risk Management session. The "mandatory" Proposer (Initiator) function requests a review of the Risk Management Function of the investment Feasibility Study document that has been prepared to ensure that the Company's activities are in accordance with the prudent principles of sound risk governance practices, which have been regulated in the Project Risk Management Procedure. and Investments.

Besides, Elnusa also has a work program to improve ERMS, one of which is to cover risks in the Project Management process and form an Integrated System that can be accessed in real time by the Risk Owner and registers the risk as "Elnusa Bank Risk". As a realization of risk management commitments and targets. The Company will also prepare a roadmap for the sustainable development of risk management implementation to ensure that the Company can achieve its long-term plans. With the improvement of this risk management system, it is expected that the risk culture will improve and be inherent in every individual of the Company.

## IMPLEMENTATION OF RISK MANAGEMENT

Elnusa's ability to achieve business targets and survive in the environment depends on how Elnusa responds to a number of risks that arise. Internally, Elnusa monitors and mitigates risks more comprehensively through the risk register, which will continue to be an important tool in the risk management process. Elnusa will continue to consider the external and internal environment to evaluate changes in the competition and business models.



### Pengawasan Aktif Dewan Komisaris dan Direksi

Dalam melaksanakan fungsi pengawasan atas penerapan manajemen risiko di Perseroan, Dewan Komisaris memiliki tugas dan tanggung jawab yang jelas, di antaranya mengawasi pelaksanaan fungsi manajemen risiko berlangsung sesuai kebijakan yang ditetapkan, memberikan arahan strategis untuk meningkatkan kualitas dan efektivitas fungsi manajemen risiko, serta mereview dan menyetujui rekomendasi dari Komite Manajemen Risiko dalam kaitannya dengan:

1. Menciptakan konteks manajemen risiko, terutama dalam merumuskan *risk appetite* dan *risk tolerance*.
2. Mendisain struktur organisasi dan merumuskan tugas pokok dan fungsi manajemen risiko Perusahaan.
3. Persetujuan transaksi yang melampaui kewenangan pejabat satu level di bawah Direksi atau transaksi yang memerlukan persetujuan sesuai dengan kebijakan dan prosedur intern yang berlaku.

Dalam melaksanakan fungsi manajemen risiko, Direksi memiliki tugas dan tanggung jawab yang jelas, di antaranya:

1. Menyusun kebijakan dan strategi manajemen risiko secara tertulis dan komprehensif.
2. Bertanggung jawab atas pelaksanaan kebijakan manajemen risiko dan eksposur risiko yang diambil oleh Perseroan secara keseluruhan.
3. Mengevaluasi dan memutuskan transaksi yang memerlukan persetujuan Direksi
4. Mengembangkan budaya manajemen risiko pada seluruh jenjang organisasi Perseroan
5. Memastikan kompetensi sumber daya manusia yang terkait dengan manajemen risiko
6. Memastikan fungsi manajemen risiko telah beroperasi secara *independent*
7. Melaksanakan kaji ulang secara berkala dengan frekuensi sesuai dengan kebutuhan Perseroan untuk memastikan:
  - a. Keakuratan metodologi manajemen risiko;
  - b. Kecukupan implementasi sistem informasi manajemen risiko;
  - c. Ketepatan kebijakan, prosedur, dan penetapan limit risiko.

### Active Supervision of the Board of Commissioners and Directors

In carrying out the supervisory function on the implementation of risk management in the Company, the Board of Commissioners has clear duties and responsibilities, including overseeing the implementation of the risk management function in accordance with established policies, providing strategic direction to improve the quality and effectiveness of the risk management function, as well as reviewing and approving recommendations from the Risk Management Committee in relation to:

1. Creating a risk management context, especially in formulating risk appetite and risk tolerance.
2. Designing the organizational structure and formulating the main tasks and functions of the Company's risk management.
3. Transaction approval that exceeds the authority of officials one level below the Board of Directors or transactions that require approval in accordance with applicable internal policies and procedures.

In carrying out the risk management function, the Board of Directors has clear duties and responsibilities, including:

1. Develop written and comprehensive risk management policies and strategies.
2. Responsible for the implementation of risk management policies and risk exposures taken by the Company as a whole.
3. Evaluate and decide on transactions that require the approval of the Board of Directors
4. Developing a risk management culture at all levels of the Company's organization
5. Ensuring human resource competencies related to risk management
6. Ensuring that the risk management function operates independently
7. Conduct periodic review with frequency in accordance with the needs of the Company to ensure:
  - a. The accuracy of the risk management methodology;
  - b. Adequacy of risk management information system implementation;
  - c. Accuracy of policies, procedures and determination of risk limits.

### Kecukupan Kebijakan, Prosedur, dan Penetapan Limit Manajemen Risiko

Perseroan telah memiliki kebijakan, prosedur dan penetapan limit yang memadai untuk penerapan kerangka kerja manajemen risiko yang efektif, efisien dan profesional dalam mendukung pertumbuhan Perseroan secara prudent, konsisten dan berkelanjutan serta meningkatkan nilai tambah Perseroan di mata seluruh pemangku kepentingan.

Kebijakan, prosedur dan penetapan limit risiko didokumentasikan dan ditinjau secara berkala disesuaikan dengan perkembangan internal maupun eksternal. Kecukupan Proses Identifikasi, Pengukuran, Pemantauan dan Pengendalian Risiko serta Sistem Informasi Manajemen Risiko.

Perseroan telah memiliki infrastruktur untuk mengidentifikasi, mengukur, memantau, dan mengendalikan risiko yang didukung dengan sistem informasi manajemen yang cukup memadai dan mampu mendukung fungsi manajemen risiko secara menyeluruh.

Untuk mengantisipasi potensi risiko dimasa mendatang, secara *forward looking*, Perseroan mengembangkan pendekatan *emerging risk* sebagai mekanisme *early warning* untuk mengidentifikasi berbagai potensi risiko yang mungkin akan dihadapi oleh Perseroan dalam beberapa waktu mendatang.

Melalui pendekatan *emerging risk* tersebut, Perseroan mampu mengidentifikasi potensi risiko sesuai dengan profil karakteristik bisnis Perseroan, baik berupa besaran dampak risiko (*severity of material impact*) maupun perkiraan waktu terjadinya risiko tersebut (*imminence*) di waktu mendatang, sehingga Perseroan mampu melakukan berbagai tindakan yang diperlukan untuk memitigasi dan mengendalikan potensi risiko tersebut.

Risk Management Unit melakukan proses identifikasi, pengukuran, pemantauan risiko dan bekerja sama dengan seluruh unit bisnis dan unit pendukung melakukan proses pengendalian dan mitigasi risiko dan membangun sistem informasi manajemen risiko yang menyeluruh.

### Adequacy of Policies, Procedures, and Determination of Risk Management Limits

The Company has adequate policies, procedures and limits for the implementation of an effective, efficient and professional risk management framework in supporting the Company's growth in a prudent, consistent and sustainable manner and increasing the added value of the Company in the eyes of all stakeholders.

Policies, procedures and determination of risk limits are documented and reviewed periodically in accordance with internal and external developments. Adequacy of the Identification, Measurement, Monitoring and Risk Control Processes and the Risk Management Information System.

The Company already has the infrastructure to identify, measure, monitor, and control risks supported by a management information system that is adequate and capable of supporting the overall risk management function.

To anticipate potential risks in the future, in a forward-looking manner, the Company develops an emerging risk approach as an early warning mechanism to identify various potential risks that the Company may face in the future.

Through this emerging risk approach, the Company is able to identify potential risks in accordance with the profile of the Company's business characteristics, both in the form of the severity of the material impact and the estimated time of occurrence of these risks (imminence) in the future, so that the Company is able to take the necessary actions. to mitigate and control these potential risks.

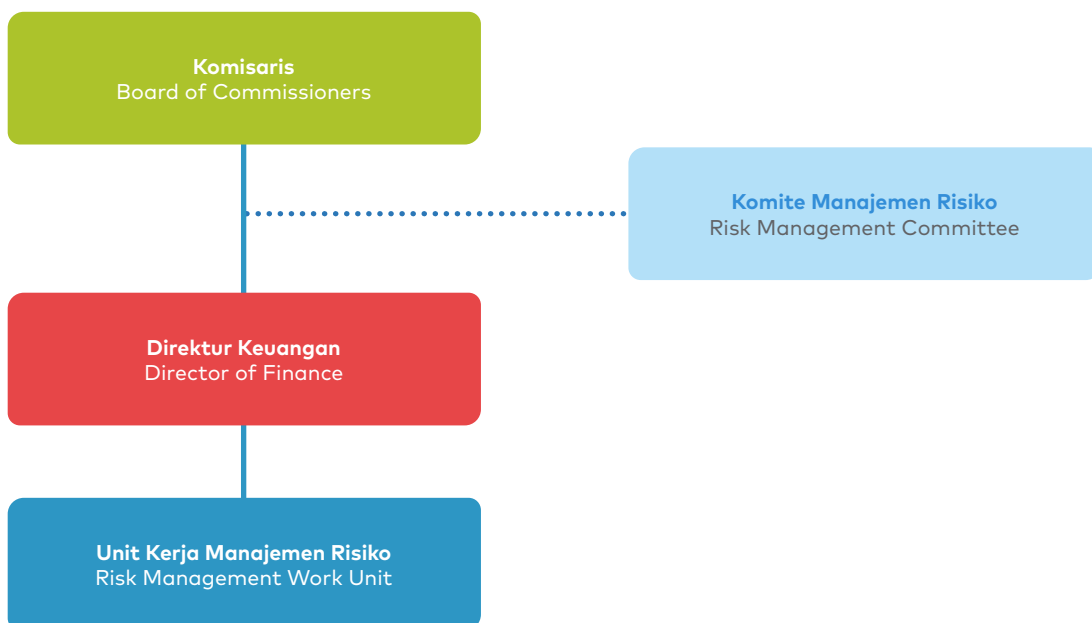
The Risk Management Unit carries out the process of identification, measurement, risk monitoring and collaborates with all business units and support units to control and mitigate risks and build a comprehensive risk management information system.

### Organisasi dan Tata Kelola Manajemen Risiko

Untuk mengelola berbagai jenis risiko yang melekat pada Perseroan sesuai dengan kompleksitas kegiatan usaha yang dijalankan saat ini dan produk/jasa perseroan, Perseroan telah memiliki unit kerja Manajemen Risiko pada struktur organisasi yang bertanggung jawab sesuai dengan perannya. Selain bertanggung jawab dalam menjalankan fungsi tata kelola manajemen risiko secara independen, *Risk Management* juga bekerja sama dan bermitra dengan seluruh unit bisnis dan unit pendukung, mulai dari level strategis sampai dengan level transaksi dalam rangka membangun proses identifikasi, pengukuran, pemantauan, pengendalian risiko dan sistem informasi serta sistem pengendalian intern yang menyeluruh. Dalam melaksanakan manajemen risiko yang efektif, Direksi dibantu oleh komite manajemen risiko. Sementara itu, pengawasan organisasi secara keseluruhan dilakukan oleh Dewan Komisaris sebagaimana terlihat pada struktur organisasi di bawah ini.

### Risk Management Organization and Governance

To manage various types of risks inherent to the Company in accordance with the complexity of the current business activities and the company's products/services, the Company has a Risk Management work unit in the organizational structure that is responsible in accordance with its role. In addition to being responsible in carrying out the risk management function independently, Risk Management also cooperates and partners with all business units and supporting units, starting from the strategic level to the transaction level in order to establish the process of identification, measurement, monitoring, risk control and systems comprehensive information and internal control system. In carrying out effective risk management, the Directors are assisted by a risk management committee. Meanwhile, overall organizational oversight is carried out by the Board of Commissioners as shown in the organizational structure below.

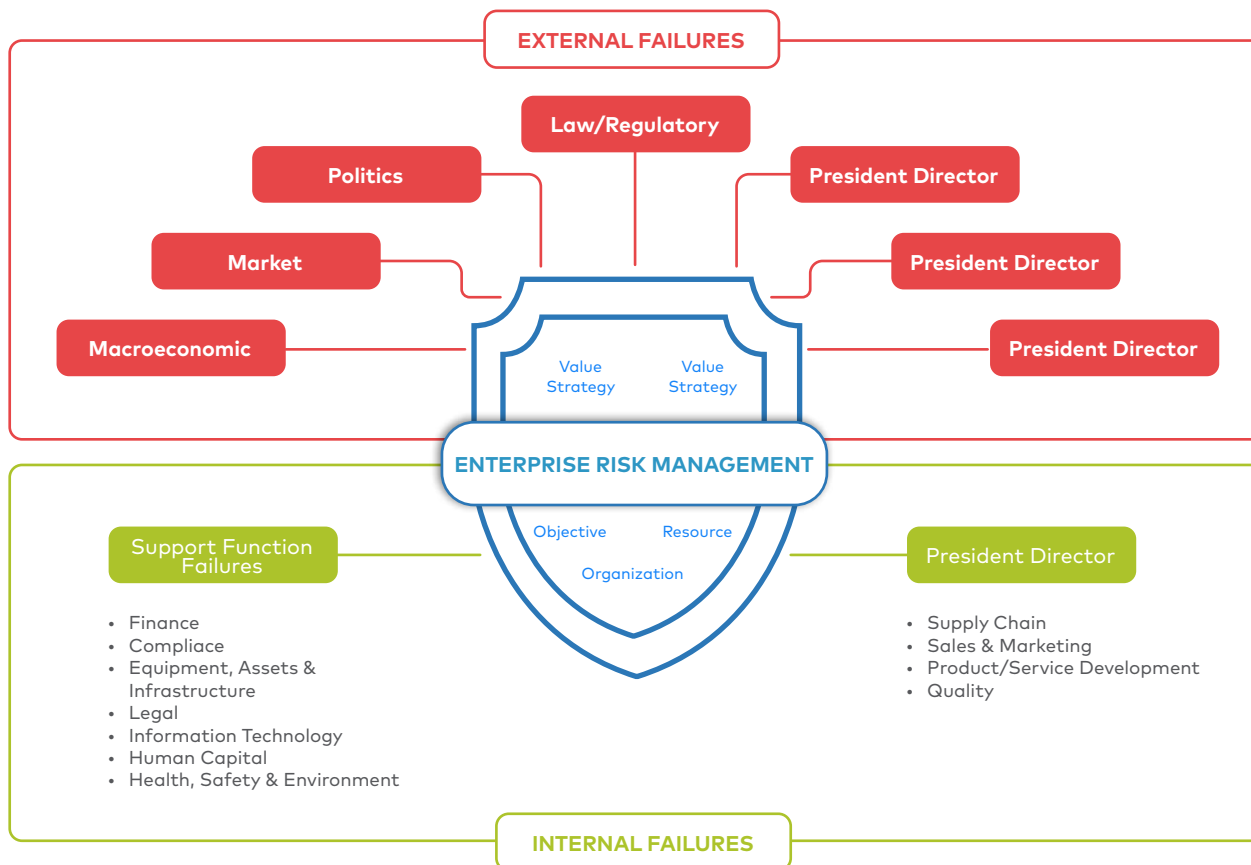


**PENGELOLAAN RISIKO**

Profil risiko Elnusa sebagai sebuah Perusahaan (*corporate risks*) dilihat dalam konteks hubungannya dengan lingkungan eksternal dan internal dijelaskan pada Gambar 1.

**RISK MANAGEMENT**

Elnusa's risk profile as a company (corporate risks) seen in the context of its relationship with the external and internal environment is explained in Figure 1.



Risiko-risiko utama Elnusa dijelaskan secara rinci dalam bentuk tabel berikut:

Elnusa's main risks are explained in detail in the form of tables Figures:

No.	Business Risk Context		Risk Identification			Risk Analysis
	Objektif (KPI) Elnusa Elnusa's objective (KPI)	Fungsi Function	Kejadian Risiko (Risk Event)	Penyebab Risiko (Risk Cause/Agent)	Jenis Risiko (Risk Type)	Kategori Dampak Impact Category
1	Target Net Income tidak tercapai Net Income target not achieved	Operasi, SCM, ECQM & HC	Proyek yang sudah berjalan mengalami kerugian Projects that are already running suffer losses	<ol style="list-style-type: none"> <li>Kurangnya Kompetensi dari personil yang kurang cukup</li> <li>Partner yang tidak perform</li> <li>Dokumen Detail Engineering Design yang tidak tepat waktu</li> </ol>	Operational Risk	Kuantitatif Quantitative
2	Target revenue tidak Tercapai Revenue target not achieved	Marketing & Operasi	Ketidakpastian Prospect proyek Prospect project uncertainty	<ol style="list-style-type: none"> <li>Harga minyak dan market hulu migas menurun</li> <li>Pengajuan usulan WP&amp;B dan proses perizinan suatu proyek tidak berhasil/berubah/tertunda di sisi pihak client;</li> <li>Adanya perubahan kebijakan internal client</li> </ol>	Strategy Plan	Kuantitatif Quantitative
3		Marketing, Operasi & Asset	Elnusa kalah besaing dalam tender Elnusa lost to competing in the tender	<ol style="list-style-type: none"> <li>Costing masih belum optimal atau Price more expensive than competitors/price above OE</li> <li>Kompetensi/Alat kerja tidak memenuhi persyaratan yang diperlukan sehingga membutuhkan partner</li> </ol>	Strategy Plan	Kuantitatif Quantitative
4		Operasi, Corsec, SCM, ARP	Keterlambatan pelaksanaan dan/atau penyelesaian pekerjaan Elnusa lost to competing in the tender	<ul style="list-style-type: none"> <li>Iklim atau cuaca ekstrim</li> <li>Project delay karena kendala kehumasan</li> <li>Project delay karena kendala peralatan</li> <li>Perizinan terkendala</li> <li>Sosialisasi banyak kendala</li> <li>Adanya hambatan operasi yang menyebabkan proyek standby atau waktu penyelesaian mundur dari target</li> </ul>	Risiko Operasional Operational Risk	Kuantitatif Quantitative

No.	Business Risk Context		Risk Identification			Risk Analysis
	Objektif (KPI) Elnusa Elnusa's objective (KPI)	Fungsi Function	Kejadian Risiko (Risk Event)	Penyebab Risiko (Risk Cause/Agent)	Jenis Risiko (Risk Type)	Kategori Dampak Impact Category
5		Business Development	Business baru belum menghasilkan revenue sesuai target The new business has not yet generated revenue according to the target	<ul style="list-style-type: none"> <li>Tidak mempunyai personel yang ahli di New Business yang akan/ sedang ditangani.</li> <li>Perubahan Kebijakan Pemerintah</li> <li>Menerima proyek kontrak uncapped liability</li> <li>Do not have personnel who are experts in New Business who will be/ are being handled.</li> <li>Changes in Government Policy</li> <li>Received an uncapped liability contract project</li> </ul>	Financial Management - Financial Strategy - Project Financing	Kuantitatif Quantitative
6	Target EBITDA tidak tercapai EBITDA target not achieved	Operasi, Marketing, Fincon, SCM & Legal	Biaya Jasa dan Material Melebihi Anggaran yang ditetapkan Service and Material Costs Exceeding the stipulated budget	<ul style="list-style-type: none"> <li>Adanya keputusan klaim, sanksi, pinalti/ ganti kerugian</li> <li>Meningkatnya biaya support services</li> <li>Meningkatnya biaya Outsourcing (OS)</li> <li>Kenaikan UMP tenaga subcont;</li> <li>Kenaikan biaya utilities (air dan listrik);</li> <li>Kenaikan tarif PBB;</li> <li>There is a decision on claims, sanctions, penalties/compensation</li> <li>Increased cost of support services</li> <li>Increased Outsourcing (OS) costs</li> <li>Increase in subcont power UMP;</li> <li>Increase in utility costs (water and electricity);</li> <li>Increase in PBB tariff;</li> </ul>	Risiko Finansial Operasi Operational Financial Risk	Kuantitatif Quantitative
7		Operasi	Penurunan Service Rate berdampak pada menurunnya margin The decrease in Service Rate has an impact on lowering margins	<ul style="list-style-type: none"> <li>Penurunan Service Rate berdampak pada menurunnya margin</li> <li>Tidak ada kenaikan harga (service rate) dari pemberi kerja</li> <li>A decrease in Service Rate has an impact on lowering margins</li> <li>There is no increase in the price (service rate) from the employer</li> </ul>	Risiko Financial Financial Risk	Kuantitatif Quantitative
8	Target Rata-rata produktivitas upstream service • Asset Based tidak tercapai Upstream service productivity average target • Asset Based is not achieved	Operasi, Marketing, Busdev, ECQM	Productivitas upstream service tidak mengalami pertumbuhan sesuai yang diharapkan The productivity of the upstream service did not grow as expected	<ul style="list-style-type: none"> <li>Market hulu migas menurun</li> <li>Optimalisasi serapan kontrak pada kelompok Non asset Based tidak tercapai</li> <li>The upstream oil and gas market is decreasing</li> <li>Optimization of contract absorption in the Non asset Based group was not achieved</li> </ul>	Business Strategy • Growth and Sustainability • Business Continuity	Kuantitatif Quantitative

No.	Business Risk Context		Risk Identification			Risk Analysis
	Objektif (KPI) Elnusa Elnusa's objective (KPI)	Fungsi Function	Kejadian Risiko (Risk Event)	Penyebab Risiko (Risk Cause/Agent)	Jenis Risiko (Risk Type)	Kategori Dampak Impact Category
9	Target HSSE Excellent (TRIR/ Total Recordable Incident Rate) tidak tercapai The HSSE Excellent target (TRIR/ Total Recordable Incident Rate) was not reached	HSSE & Operasi	Terjadinya Insiden Fatality The Fatality Incident occurred	Unsafe Action & Unsafe Condition	Operational - HSSE - Safety	Kuantitatif Quantitative
10	Pencapaian Target Investasi tidak tercapai Investment Target Achievement is not achieved	Operasi, SCM, Marketing	Tidak tercapainya target pencapaian investasi (Investasi perusahaan semakin tidak pasti memperoleh imbal balik) Not achieving the target of achieving investment (investment companies are increasingly not sure to get returns)	<ul style="list-style-type: none"> <li>• Pemutusan kerja sama sebelum jangka waktu berakhir;</li> <li>• Perubahan ruang lingkup pekerjaan selama jangka waktu kerja sama;</li> <li>• Terdapat estimasi biaya yang tidak sesuai.</li> <li>• Termination of cooperation before the period ends;</li> <li>• Changes in the scope of work during the period of cooperation;</li> <li>• There is an inaccurate cost estimate.</li> </ul>	Strategic Risk	Kuantitatif Quantitative

Risiko-risiko utama (Top Ten Risk) tersebut di atas telah disampaikan ke Upstream Strategic Planning & Performance Evaluation PT Pertamina (Persero) melalui surat No. L8.000D.143F-2021.004 tentang Penyampaian Pembaharuan Top Ten Risk PT Elnusa Tbk 2021 dan Laporan Monitoring Pengelolaan Risiko Periode Januari Tahun 2021. Elnusa akan terus melakukan pemantauan terhadap Top Ten Risk dan menyampaikan hasil pemantauannya ke Upstream Strategic Planning & Performance Evaluation PT Pertamina (Persero) secara triwulanan.

The main risks (Top Ten Risks) mentioned above have been submitted to PT Pertamina (Persero)'s Upstream Strategic Planning & Performance Evaluation via letter No. L8.000D.143F-2021.004 concerning Submission of Update on PT Elnusa Tbk's Top Ten Risk 2021 and Risk Management Monitoring Report for the Period of January 2021. Elnusa will continue to monitor Top Ten Risks and submit the results of monitoring to PT Pertamina's Upstream Strategic Planning & Performance Evaluation (Persero) on a quarterly basis.

## SISTEM PENGENDALIAN INTERNAL

### INTERNAL CONTROL SYSTEM

Sistem pengendalian intern adalah salah satu sarana utama untuk dapat memastikan bahwa pengelolaan perusahaan telah dilaksanakan sesuai dengan prinsip-prinsip GCG. Penerapan sistem pengendalian internal diarahkan untuk memastikan bahwa Perseroan telah memiliki suatu sistem yang handal terhadap ketaatan atas peraturan perundang-undangan, pelaporan keuangan, dan pengamanan aset.

#### Sistem Pengendalian Keuangan dan Operasional

Penerapan Sistem Pengendalian Internal di lingkup Perseroan dilakukan baik oleh Dewan Komisaris maupun Direksi. Penerapan pengendalian internal yang dilakukan oleh Dewan Komisaris dilakukan dengan melakukan pengawasan dan pemberian nasihat terkait proses kecukupan dan kewajaran dalam penyusunan laporan keuangan serta pengelolaan risiko dengan memperhatikan prinsip kehati-hatian yang dibantu oleh Komite Audit dan Komite Manajemen Risiko. Sedangkan Direksi menerapkan sistem pengendalian internal melalui kebijakan dan prosedur Perseroan secara konsisten dan memenuhi kepatuhan terhadap regulasi yang berlaku, antara lain terkait dengan kegiatan operasional Perseroan dan manajemen risiko, rencana strategis, pembagian tugas, pendelegasian wewenang, serta kebijakan akuntansi yang memadai.

Direksi juga menetapkan suatu sistem pengendalian intern yang efektif untuk mengamankan investasi dan aset Perseroan. Lingkungan pengendalian intern dalam Perseroan dilaksanakan dengan disiplin dan terstruktur, integritas yang tinggi, nilai etika serta kompetensi karyawan. Untuk membantu Direksi dalam melakukan perencanaan, pengendalian, koordinasi dalam pengawasan, penilaian atas sistem pengendalian manajemen dan pelaksanaan seluruh kegiatan Perseroan serta memberikan saran-saran perbaikan dibentuk fungsi Unit Audit Internal yang dipimpin oleh Kepala Audit Internal dan bertanggung jawab kepada Direktur Utama.

The internal control system is one of the main means to ensure that the management of the company has been carried out in accordance with the principles of GCG. The implementation of the internal control system is directed to ensure that the Company has a reliable system of compliance with laws and regulations, financial reporting, and asset security.

#### Financial and Operational Control Systems

The implementation of the Internal Control System within the Company's scope is carried out by both the Board of Commissioners and the Board of Directors. The implementation of internal control carried out by the Board of Commissioners is carried out by supervising and providing advice related to the adequacy and fairness process in the preparation of financial statements and risk management by taking into account the prudential principles that are assisted by the Audit Committee and the Risk Management Committee. Whereas the Board of Directors implements an internal control system through the Company's policies and procedures consistently and meets compliance with applicable regulations, among others related to the Company's operational activities and risk management, strategic plans, division of tasks, delegation of authority and adequate accounting policies.

The Board of Directors also establishes an effective internal control system to secure the Company's investments and assets. The internal control environment within the Company is carried out with discipline and structure, high integrity, ethical values and employee competence. To assist the Board of Directors in planning, controlling, coordinating in supervision, evaluating the management control system and carrying out all activities of the Company as well as providing suggestions for improvement, the Internal Audit Unit function is led by the Head of Internal Audit and reports to the President Director.



### Kesesuaian Sistem Pengendalian Internal Perusahaan dengan Kerangka yang Diakui Secara Internasional

Perseroan memiliki sistem pengendalian intern yang sesuai dengan kerangka kerja yang diakui secara internasional, yakni *Committee of Sponsoring Organization of the Treadway Commission* (COSO). Menurut COSO sistem pengendalian intern merupakan proses yang melibatkan Dewan Komisaris, Direksi, serta personil lainnya. Hal ini sejalan dengan sistem pengendalian intern yang ada di Perusahaan yang terus berupaya meningkatkan sistem kontrol organisasi dengan melibatkan seluruh sumber daya yang ada.

### Evaluasi Efektivitas Sistem Pengendalian Internal

Pengendalian internal merupakan bagian yang terintegrasi dalam sistem dan prosedur di setiap kegiatan pada unit kerja sehingga apabila terjadi penyimpangan maka dapat diketahui secara dini dan dilakukan langkah perbaikan oleh unit kerja yang bersangkutan. Review dan evaluasi terhadap efektivitas sistem pengendalian internal dilakukan pada tingkat entitas dan operasional. Review dan evaluasi atas efektivitas Sistem Pengendalian Internal dilakukan secara berkala oleh auditor Internal maupun eksternal sesuai prosedur audit yang berlaku.

Perseroan melakukan evaluasi atau penilaian atas efektivitas pengendalian internal pada tingkat korporat maupun tingkat operasional dengan menerapkan dan memelihara sistem pengendalian internal dan prosedur pelaporan keuangan yang memadai sesuai ketentuan berlaku melalui fungsi internal audit dan Manajemen risiko.

### The Conformity of the Company's Internal Control System with the Internationally Recognized Framework

The Company has an internal control system that is in line with an internationally recognized framework, namely the Committee of Sponsoring Organizations of the Treadway Commission (COSO). According to COSO the internal control system is a process that involves the Board of Commissioners, Directors, and other personnel. This is in line with the existing internal control system in the Company which continues to improve the organization's control system by involving all available resources.

### Evaluation of the Effectiveness of Internal Control Systems

Internal control is an integrated part of the system and procedures in every activity in the work unit so that if deviations occur, they can be known early and corrective steps are taken by the relevant work unit. A review and evaluation of the effectiveness of the internal control system is carried out at the entity and operational level. Reviews and evaluations of the effectiveness of the Internal Control System are conducted periodically by internal and external auditors in accordance with applicable audit procedures.

The Company evaluates or evaluates the effectiveness of internal control at the corporate level and operational level by implementing and maintaining an adequate internal control system and financial reporting procedures in accordance with applicable regulations through the internal audit and risk management functions.

## PERKARA PENTING

### IMPORTANT MATTERS

#### PERMASALAHAN HUKUM

Pada tahun 2020, terdapat perkara atau gugatan hukum oleh Perseroan sebagai berikut:

#### LAW-RELATED PROBLEMS

There was legal problems faced by the Company in 2020 as follows:

No.	Perkara Case	Pengadilan Court	Posisi Perseroan Company's Position	Materi Perkara Case Material	Status Perkara Case Status	Kuasa Hukum Attorney
1.	Perkara gugatan Perseroan terhadap PT Bank Mega Tbk ("Tergugat"). No. Perkara: 284/PDT.G/2011/PN.JKT.SEL. Tanggal 18 Mei 2011.	Pengadilan Negeri Jakarta Selatan.	Penggugat.	Gugatan perbuatan melawan hukum yang ditujukan kepada Bank Mega sehubungan penempatan dana deposito berjangka milik Perseroan di Bank Mega. Perseroan menuntut ganti rugi agar Bank Mega mengembalikan dana deposito berjangka Perseroan berikut bunganya.	<p>Majelis Hakim Pengadilan Negeri Jakarta Selatan telah mengeluarkan Putusan No.284/PDT.G/2011/PN.JKT.SEL. tanggal 22 Maret 2012, dalam Putusan tersebut Majelis Hakim Pengadilan Negeri Jakarta Selatan memutuskan dalam amar putusannya antara lain sebagai berikut:</p> <ol style="list-style-type: none"> <li>1. Menolak eksepsi Tergugat;</li> <li>2. Mengabulkan gugatan Peggugat untuk sebagian;</li> <li>3. Menyatakan Peggugat beritikad baik;</li> <li>4. Menyatakan penempatan deposito berjangka yang dilakukan oleh Peggugat sebesar Rp111.000.000.000,- pada tergugat adalah sah mempunyai kekuatan hukum;</li> <li>5. Menyatakan secara hukum bahwa Tergugat telah melakukan perbuatan melawan hukum;</li> <li>6. Menyatakan sah dan berharga sita jaminan terhadap benda tidak bergerak (Conservatoir Beslag) milik Tergugat yang dilakukan oleh Pengadilan Negeri Jakarta Selatan pada tanggal 21 Juli 2011;</li> <li>7. Menghukum Tergugat untuk membayar ganti kerugian materiil kepada Peggugat secara tunai yakni pencairan dana deposito pokok sebesar Rp111.000.000.000,- dan bunga 6% per tahun terhadap Deposito Berjangka tersebut terhitung sejak tanggal gugatan perkara ini didaftarkan hingga Tergugat melakukan penggantian kerugian;</li> <li>8. Memerintahkan Tergugat untuk melaksanakan putusan ini;</li> <li>9. Menghukum Tergugat untuk membayar biaya perkara.</li> </ol>	<p>MR &amp; Partners</p> <p>Address: Grand Wijaya Centre Blok B No. 8-9 Jl. Wijaya II, Kebayoran Baru, Jakarta Selatan - 12160</p> <p>Contact Person: DR. Dodi S. Abdulkadir, BSc, SE, S.H., MH T. +62 21 726 8378</p>

No.	Perkara Case	Pengadilan Court	Posisi Perseroan Company's Position	Materi Perkara Case Material	Status Perkara Case Status	Kuasa Hukum Attorney	
					<p>Tergugat yakni Bank Mega mengajukan upaya hukum Banding terhadap Putusan Pengadilan Negeri Jakarta Selatan, kemudian pada tanggal 11 Mei 2012, Perseroan selaku Terbanding telah mengajukan Kontra Memori Banding kepada Pengadilan Tinggi DKI Jakarta.</p> <p>Pada tanggal 10 Januari 2013, Pengadilan Tinggi DKI Jakarta telah memutuskan dengan putusan No. 237/Pdt/PT.DKI jo. No. 284/PDT.G/2011/PN.JKT.SEL di mana Pengadilan Tinggi DKI Jakarta menguatkan putusan Pengadilan Negeri Jakarta Selatan No. 284/PDT.G/2011/ PN.JKT.SEL tanggal 22 Maret 2012</p> <p>Atas putusan Pengadilan Tinggi tersebut, Tergugat yakni Bank Mega mengajukan Kasasi ke Mahkamah Agung dan telah mengajukan Memori Kasasi pada tanggal 13 Maret 2013 dan pada tanggal 26 Maret 2013 Elnusa mengajukan Kontra Memori Kasasi ke MA melalui Pengadilan Negeri Jakarta Selatan.</p> <p>Pada tanggal 12 Februari 2014 Mahkamah Agung telah memutuskan dengan Putusan Nomor 1111 K/PDT/ 2013 di mana Mahkamah Agung menolak permohonan kasasi Bank Mega. terhadap Putusan Kasasi, pada tanggal 25 Maret 2015 Bank Mega mengajukan upaya hukum Peninjauan Kembali ke Mahkamah Agung dan telah mengajukan Memori Peninjauan Kembali pada tanggal 25 Maret 2015 dan pada tanggal 25 Mei 2015 Elnusa mengajukan Kontra Memori Peninjauan Kembali ke MA melalui Pengadilan Negeri Jakarta Selatan.</p> <p>Pada tanggal 31 Maret 2016 Elnusa mengajukan permohonan lelang eksekusi atas dua bidang tanah milik Bank Mega berdasarkan Penetapan Ketua Pengadilan Negeri Jakarta Selatan No. 10/Eks. Pdt/2016 jo. No. 284/Pdt.G/2011/ PN.Jkt.Sel. tanggal 12 April 2016 dan saat ini masih dalam proses di Pengadilan Negeri Jakarta Selatan.</p>		

No.	Perkara Case	Pengadilan Court	Posisi Perseroan Company's Position	Materi Perkara Case Material	Status Perkara Case Status	Kuasa Hukum Attorney
1.	Company lawsuit case against PT Bank Mega Tbk ("Defendant"). No. Case: 284/PDT.G/2011/PN.JKT.SEL. May 18, 2011.	South Jakarta District Court.	Plaintiff.	Lawsuit against the law directed at Bank Mega in connection with the placement of the Company's time deposit funds at Bank Mega. The Company demands compensation so that Bank Mega returns the Company's time deposit funds along with the interest.	<p>The South Jakarta District Court Panel of Judges issued Decision No.284/PDT.G/2011/PN.JKT.SEL. dated March 22, 2012, in this decision the Panel of Judges of the South Jakarta District Court decided in its ruling the following decisions:</p> <ol style="list-style-type: none"> <li>1. Refused the Defendant's exception;</li> <li>2. Granted the Plaintiff's claim in part;</li> <li>3. Declared the Plaintiff in good faith;</li> <li>4. Stated that the placement of time deposits made by the Plaintiff in the amount of Rp111,000,000,000, - to the defendant is legally valid;</li> <li>5. Declared legally that the Defendant has committed an illegal act;</li> <li>6. Stated the legal and valuable seizure of Conservatoir Beslag owned by the Defendant conducted by the South Jakarta District Court on July 21, 2011;</li> <li>7. Sentenced the Defendant to pay material damages to the Plaintiff in cash, namely the disbursement of the principal deposit funds in the amount of Rp111,000,000,000, and 6% interest per year on the Time Deposit from the date the lawsuit was registered until the Defendant made compensation;</li> <li>8. Ordered the Defendant to carry out this decision;</li> <li>9. Punished the Defendant to pay the court fee.</li> </ol>	<p>MR &amp; Partners</p> <p>Address:            Grand Wijaya Centre Blok B No. 8-9            Jl. Wijaya II, Kebayoran Baru, Jakarta Selatan - 12160</p> <p>Contact Person:            DR. Dodi S. Abdulkadir, BSc, SE, S.H., MH            T. +62 21 726 8378</p>

No.	Perkara Case	Pengadilan Court	Posisi Perseroan Company's Position	Materi Perkara Case Material	Status Perkara Case Status	Kuasa Hukum Attorney
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Defendant namely Bank Mega filed an appeal against the Decision of the South Jakarta District Court, then on May 11, 2012, the Company as the Appelle has filed a Counter-Appeal Memory to the DKI Jakarta High Court.

On January 10, 2013, the DKI Jakarta High Court has ruled with decision No. 237/Pdt/PT.DKI jo. No. 284/PDT.G/2011/PN.JKT.SEL where the DKI Jakarta High Court upheld the decision of the South Jakarta District Court No. 284/PDT.G/2011/PN.JKT.SEL on March 22, 2012

Based on the decision of the Court of Appeal, the Defendant, Bank Mega, submitted an appeal to the Supreme Court and filed a Memorandum of Cassation on March 13, 2013 and on March 26, 2013 Elnusa submitted an Appeal of Cassation Memory to the Supreme Court through the South Jakarta District Court.

On February 12, 2014 the Supreme Court ruled with Decision No. 1111 K/PDT/2013 in which the Supreme Court rejected Bank Mega's appeal.

With regard to the Cassation Decision, on March 25, 2015 Bank Mega submitted a legal review effort to the Supreme Court and submitted a Judicial Review Memorandum on March 25, 2015 and on May 25, 2015 Elnusa submitted a Counter Judicial Review Memorandum to the Supreme Court through the South Jakarta District Court.

On March 31, 2016 Elnusa submitted a request for an auction on the execution of two plots of land belonging to Bank Mega based on the Decree of the Chairperson of the South Jakarta District Court No. 10/Eks.Pdt/2016 jo. No. 284/Pdt.G/2011/PN.Jkt.Sel. April 12, 2016 and is currently in process at the South Jakarta District Court.

### Dampak Permasalahan Hukum terhadap Perusahaan

Bahwa terhadap perkara hukum yang dihadapi oleh Perseroan, oleh karena Perseroan masih melakukan upaya hukum maka perkara hukum tersebut di atas sampai saat ini belum mempengaruhi operasional Perseroan.

### Pengungkapan Permasalahan Hukum yang Sedang Dihadapi Dewan Komisaris dan Direksi yang Sedang Menjabat

Selama periode tahun 2020, tidak ada anggota Dewan Komisaris maupun Direksi Perseroan yang sedang menjabat, memiliki permasalahan hukum, baik perdata maupun pidana.

### Pengungkapan Permasalahan Hukum yang Sedang Dihadapi Anak Perusahaan

Selama periode tahun 2020, tidak terdapat permasalahan hukum yang dihadapi oleh Anak Perusahaan Elnusa baik perdata maupun pidana.

### Pengungkapan Sanksi Administrasi oleh Otoritas Terkait

Selama tahun 2020, tidak terdapat sanksi administratif material yang mempengaruhi kelangsungan usaha Perseroan dan juga tidak terdapat sanksi administratif yang dikenakan kepada Perseroan sebagai organisasi, entitas anak, anggota Direksi maupun anggota Dewan Komisaris oleh Otoritas terkait.

### Perkara Penting di Luar Aspek Hukum

Di sepanjang tahun 2020, Perseroan tidak menemukan adanya perkara penting di luar aspek hukum yang melibatkan Perseroan sebagai organisasi, entitas anak, Dewan Komisaris maupun Direksi.

### Impact of Legal Problems on the Company

Whereas the legal cases faced by the Company, because the Company is still conducting legal efforts, the aforementioned legal cases have not yet affected the Company's operations.

### Disclosure of Legal Issues that are being Faced by the Board of Commissioners and Directors Currently in Office

During the 2020 period, there were no members of the Board of Commissioners and Directors of the Company currently in office, having legal problems, both civil and criminal.

### Disclosure of Legal Issues being Faced by a Subsidiary

During the 2020 period, there were no legal problems faced by Elnusa Subsidiaries, both civil and criminal.

### Disclosure of Administrative Sanctions by Related Authorities

During 2020, there were no material administrative sanctions that affected the continuity of the Company's business and there were also no administrative sanctions imposed on the Company as an organization, subsidiary entity, members of the Board of Directors or members of the Board of Commissioners by the relevant authorities.

### Important Cases Outside the Legal Aspect

Throughout 2020, the Company did not find any important cases outside the legal aspects involving the Company as an organization, subsidiary entity, Board of Commissioners or Board of Directors.

## AKSES INFORMASI DAN DATA PERUSAHAAN

### ACCESS TO COMPANY INFORMATION AND DATA

Perseroan senantiasa memberikan kemudahan akses Informasi dan data Perseroan secara tepat waktu, akurat dan lengkap kepada seluruh pemangku kepentingan. Penyebaran Informasi kepada seluruh pemangku kepentingan merupakan bagian penting dari implementasi prinsip transparansi Informasi. Oleh karena itu Perseroan menyediakan akses Informasi seluas-luasnya melalui berbagai media.

Selain itu, sebagai bentuk kepatuhan atas prinsip keterbukaan Informasi kepada Regulator, Perseroan juga selalu melakukan pelaporan Informasi baik melalui media surat tercatat maupun melalui e-reporting kepada Otoritas Jasa Keuangan ([www.spe.ojk.go.id](http://www.spe.ojk.go.id)) dan Bursa Efek Indonesia ([www.idxnet.co.id](http://www.idxnet.co.id)).

#### Tata Kelola Informasi dan Akses Data Perusahaan untuk Pihak Eksternal

Perseroan menyediakan akses informasi dan data perusahaan untuk Pihak Eksternal dengan cara berikut:

##### Pengelolaan Situs Web

Sesuai dengan Peraturan OJK No. 8/POJK.04/2015 tentang Situs Web Emiten Perusahaan Publik ("POJK No. 8"), Perseroan telah mempunyai situs web resmi yang mencerminkan identitas Perseroan dan dapat diakses melalui [www.elnusa.co.id](http://www.elnusa.co.id). Situs web ini menyediakan berbagai informasi, antara lain mengenai profil perusahaan, visi dan misi, bidang usaha, produk dan jasa yang disediakan, informasi keuangan, berita terbaru, tanggung jawab sosial perusahaan, keterbukaan informasi, dan lain-lain.

Situs web Perseroan juga telah tersedia dalam 2 (dua) bahasa, yakni Bahasa Indonesia dan Bahasa Inggris. Perseroan secara berkala memperbarui website untuk senantiasa memberikan informasi terbaru terkait Perseroan kepada para pemangku kepentingan serta dalam rangka memenuhi peraturan perundang-undangan yang berlaku. Website Perseroan juga menyediakan nomor kontak serta alamat email dan pos yang dapat dihubungi untuk komunikasi selanjutnya dengan para pemangku kepentingan.

The Company always provides easy access to Company information and data in a timely, accurate and complete manner to all stakeholders. Dissemination of information to all stakeholders is an important part of implementing the principle of transparency of information. Therefore the Company provides access to the widest possible information through various media.

In addition, as a form of compliance with the principle of information disclosure to the Regulator, the Company also always reports information both through the media of registered letters and through e-reporting to the Financial Services Authority ([www.spe.ojk.go.id](http://www.spe.ojk.go.id)) and the Indonesia Stock Exchange ([www.idxnet.co.id](http://www.idxnet.co.id)).

#### Corporate Information Management and Data Access for External Parties

The Company provides access to company information and data for external parties in the following ways:

##### Website Management

In accordance with OJK Regulation No. 8/POJK.04/2015 concerning Public Company Issuer Websites ("POJK No. 8"), the Company has an official website that reflects the Company's identity and can be accessed via [www.elnusa.co.id](http://www.elnusa.co.id). This website provides a variety of information, including regarding company profile, vision and mission, line of business, products and services provided, financial information, latest news, corporate social responsibility, information disclosure, and others.

The Company's website is also available in 2 (two) languages, namely Indonesian and English. The Company regularly updates the website to keep the Company informed of the latest information to stakeholders and in order to comply with applicable laws and regulations. The Company's website also provides contact numbers and email and postal addresses that can be contacted for further communication with stakeholders.

Di bawah ini tersaji kesesuaian konten situs web [www.elnusa.co.id](http://www.elnusa.co.id) dengan peraturan OJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik.

Below is presented the suitability of the website content [www.elnusa.co.id](http://www.elnusa.co.id) with OJK regulation No. 8/POJK.04/2015 concerning Issuer's or Public Companies' Websites.

POJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik POJK No. 8/POJK.04/2015 concerning Issuer's or Public Companies' Websites	Kesesuaian dengan Situs Web Perseroan Compliance with the Company's Website
<b>Ketentuan Umum</b> General Requirements	
Situs Web Emiten atau Perusahaan Publik wajib menyajikan informasi dalam Bahasa Indonesia dan bahasa asing, dengan ketentuan bahasa asing yang digunakan paling kurang Bahasa Inggris. Informasi yang disajikan dalam bahasa asing wajib memuat informasi yang sama dengan informasi yang disajikan dalam Bahasa Indonesia. The Issuer's Website or Public Company must present information in Indonesian and foreign languages, provided that the foreign language used is at least English. Information presented in foreign languages must contain the same information as information presented in Indonesian.	v
Informasi yang termuat mengenai Emiten atau Perusahaan Publik terbuka untuk umum, aktual, dan terkini. The information contained on the Issuer or Public Company is open to the public, actual and current.	v
Dapat diakses setiap saat oleh semua pihak. Can be accessed at any time by all parties.	v
<b>Informasi Umum Emiten atau Perusahaan Publik</b> General Information of Issuers or Public Companies	
Identitas Perusahaan, mencakup nama, alamat dan kontak kantor pusat dan/atau kantor perwakilan Emiten atau Perusahaan Publik, dan alamat pabrik (jika ada) yang paling kurang meliputi nomor telepon, nomor faksimili, dan alamat surat elektronik yang dapat dihubungi. Company Identity, including the name, address and contact of the head office and/or representative office of the Issuer or Public Company, and the address of the manufacturer (if any) which at least includes telephone numbers, facsimile numbers, and e-mail addresses that can be contacted.	v
Riwayat singkat Emiten atau Perusahaan Publik. Brief history of Issuers or Public Companies.	v
Struktur organisasi Emiten atau Perusahaan Publik. Issuer or Public Company organizational structure.	v
Struktur kepemilikan Emiten atau Perusahaan Publik, meliputi: <ul style="list-style-type: none"> <li>• Uraian tentang nama pemegang saham dan persentase kepemilikannya setiap akhir bulan.</li> <li>• Informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau diagram.</li> <li>• Nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama di mana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas, beserta persentase kepemilikan saham, bidang usaha, dan status operasi perusahaan tersebut (jika ada).</li> </ul> The structure of ownership of Issuers or Public Companies, includes: <ul style="list-style-type: none"> <li>• A description of the name of the shareholders and percentage of ownership at the end of each month.</li> <li>• Information regarding major and controlling shareholders of Issuers or Public Companies, both directly and indirectly, to individual owners, presented in the form of schemes or diagrams.</li> <li>• Name of a subsidiary, associated company, joint venture company in which the Issuer or Public Company has joint control of the entity, along with the percentage of share ownership, line of business and operating status of the company (if any).</li> </ul>	v



<b>POJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik</b> <b>POJK No. 8/POJK.04/2015 concerning Issuer's or Public Companies' Websites</b>	<b>Kesesuaian dengan Situs Web Perseroan</b> <b>Compliance with the Company's Website</b>
Struktur grup Emiten atau Perusahaan Publik dalam bentuk bagan yang paling kurang meliputi perusahaan dalam grup Emiten atau Perusahaan Publik yang berada dalam pengawasan Otoritas Jasa Keuangan. The structure of the Issuer or Public Company group in the form of a chart that at least includes companies in the Issuer or Public Company group that are under the supervision of the Financial Services Authority.	v
Profil Direksi, Dewan Komisaris, Komite, dan Sekretaris Perusahaan paling kurang meliputi: foto, nama, riwayat jabatan—termasuk rangkap jabatan, riwayat pendidikan, dan hubungan afiliasi anggota Direksi dan anggota Dewan Komisaris dengan anggota Direksi dan/atau anggota Dewan Komisaris lainnya, serta pemegang saham (jika ada). Profiles of the Board of Directors, Board of Commissioners, Committees, and Corporate Secretary at least include: photo, name, position history - including concurrent positions, educational history, and affiliation of members of the Board of Directors and members of the Board of Commissioners with members of the Board of Directors and/or other members of the Board of Commissioners, as well as shareholders (if any).	v
Nama dan alamat Akuntan Publik yang mengaudit laporan keuangan Emiten atau Perusahaan Publik dalam tahun berjalan. Name and address of the Public Accountant who audited the financial statements of the Issuer or Public Company in the current year.	v
Nama dan alamat Pemeringkat Efek (jika ada). Name and address of the Securities Rating Agency (if any).	v
Nama dan alamat Wali Amanat (jika ada). Name and address of the Trustee (if any).	v
Nama dan alamat Biro Administrasi Efek (jika ada). Name and address of the Securities Administration Agency (if any).	v
Dokumen Anggaran Dasar. Articles of Association.	v
<b>Informasi bagi Pemodal atau Investor</b> <b>Information for Investors</b>	
Prospektus Penawaran Umum. Public Offering Prospectus.	v
Laporan tahunan, untuk periode 5 (lima) tahun buku terakhir. Annual reports, for the last 5 (five) fiscal years.	v

**POJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik**  
**POJK No. 8/POJK.04/2015 concerning Issuer's or Public Companies' Websites**
**Kesesuaian dengan Situs Web Perseroan**  
**Compliance with the Company's Website**

Informasi keuangan, paling kurang meliputi:

- Laporan keuangan tahunan, untuk periode 5 (lima) tahun buku terakhir.
- Laporan keuangan tengah tahunan, untuk periode 5 (lima) tahun buku terakhir.
- Ikhtisar data keuangan penting, dalam bentuk perbandingan untuk 5 (lima) tahun buku terakhir yang paling kurang memuat:
  - » Pendapatan, laba bruto, laba (rugi), laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali, total laba (rugi) komprehensif, laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali, dan laba (rugi) per saham.
  - » Jumlah aset, liabilitas dan ekuitas.
  - » Rasio laba (rugi) terhadap jumlah aset, rasio laba (rugi) terhadap ekuitas, rasio laba (rugi) terhadap pendapatan, rasio lancar, rasio liabilitas terhadap ekuitas, dan rasio liabilitas terhadap jumlah aset.
  - » Informasi dan rasio keuangan lainnya yang relevan dengan perusahaan dan jenis industrinya.

v

Financial information, at least includes:

- Annual financial statements, for the last 5 (five) fiscal years.
- Semi-annual financial statements, for the last 5 (five) fiscal years.
- Summary of important financial data, in the form of a comparison for the last 5 (five) fiscal years which at least contains:
  - » Revenue, gross profit, profit (loss), profit (loss) attributable to owners of the parent entity and non-controlling interests, total comprehensive profit (loss), comprehensive income (loss) attributable to owners of the parent entity and non-controlling interests and profit (loss) per share.
  - » Total assets, liabilities and equity.
  - » Laba Ratio of profit (loss) to total assets, ratio of profit (loss) to equity, ratio of profit (loss) to income, current ratio, ratio of liabilities to equity, and ratio of liabilities to total assets.
  - » Other financial information and ratios that are relevant to the company and the type of industry.

Informasi Rapat Umum Pemegang Saham, paling kurang meliputi:

- Pengumuman dan pemanggilan.
- Bahan mata acara yang dibahas dalam Rapat Umum Pemegang Saham.
- Riwayat hidup calon anggota Direksi dan Dewan Komisaris apabila terdapat mata acara pengangkatan atau penggantian anggota Direksi dan Dewan Komisaris.
- Ringkasan risalah Rapat Umum Pemegang Saham.

v

Information on the General Meeting of Shareholders, at least includes:

- Announcements and summons.
- Agenda material discussed at the General Meeting of Shareholders.
- Curriculum vitae of prospective members of the Board of Directors and the Board of Commissioners if there are agenda of appointment or replacement of members of the Board of Directors and Board of Commissioners.
- Summary of minutes of the General Meeting of Shareholders.

Informasi saham, paling kurang meliputi:

- Jumlah saham beredar.
- Pemecahan saham (jika ada).
- Penggabungan saham (jika ada).
- Saham bonus (jika ada).
- Perubahan nilai nominal saham (jika ada).

v

Stock information, at least includes:

- Number of shares outstanding.
- Stock splits (if any).
- Merger of shares (if any).
- Bonus shares (if any).
- Changes in the face value of shares (if any).

<p><b>POJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik</b>  <b>POJK No. 8/POJK.04/2015 concerning Issuer's or Public Companies' Websites</b></p>	<p><b>Kesesuaian dengan Situs Web Perseroan</b>  <b>Compliance with the Company's Website</b></p>
<p>Informasi obligasi dan/atau Sukuk, paling kurang meliputi nilai obligasi yang belum lunas/terhutang (outstanding bond) dan/atau Sukuk, hasil pemeringkatan obligasi dan/atau Sukuk, tanggal jatuh tempo, dan tingkat bunga obligasi dan/atau imbal hasil Sukuk.  Bond and/or Sukuk information, at least includes the value of outstanding bonds and/or Sukuk, bond and/or Sukuk rating results, maturity date, and bond interest rate and/or Sukuk yield.</p>	v
<p>Informasi dividen.  Dividend Information.</p>	v
<p>Informasi untuk pemodal atau investor, media, publik, dan/atau analis (jika ada).  Information for investors or investors, media, public and/or analysts (if any).</p>	v
<p>Informasi terkait aksi korporasi yang dilakukan oleh Emiten atau Perusahaan Publik dan tindakan yang dilakukan oleh pihak lain terhadap Emiten atau Perusahaan Publik (jika ada), meliputi:</p> <ul style="list-style-type: none"> <li>• Transaksi Afiliasi dan Benturan Kepentingan Transaksi Tertentu.</li> <li>• Transaksi Material dan perubahan Kegiatan Usaha Utama.</li> <li>• Penggabungan Usaha atau Peleburan Usaha.</li> <li>• Pengambilalihan Perusahaan Terbuka.</li> <li>• Kuasi Reorganisasi.</li> <li>• Pembelian kembali saham yang dikeluarkan oleh Emiten atau Perusahaan Publik.</li> <li>• Pembagian Saham Bonus.</li> <li>• Pernyataan Penawaran Tender.</li> <li>• Pembelian kembali saham oleh Emiten atau Perusahaan Publik dalam kondisi pasar yang berpotensi krisis.</li> <li>• Program kepemilikan saham oleh anggota Direksi, anggota Dewan Komisaris, dan karyawan dari Emiten atau Perusahaan Publik atau pihak terkendali.</li> </ul>	v
<p>Information relating to corporate actions taken by Issuers or Public Companies and actions taken by other parties against Issuers or Public Companies (if any), including:</p> <ul style="list-style-type: none"> <li>• Affiliated Transactions and Conflicts of Interest on Certain Transactions.</li> <li>• Material Transactions and changes in Main Business Activities.</li> <li>• Business Combination or Business Consolidation.</li> <li>• Takeover of a public company.</li> <li>• Quasi Reorganization.</li> <li>• Buy back shares issued by Issuers or Public Companies.</li> <li>• Distribution of Bonus Shares.</li> <li>• Tender Offer Statement.</li> <li>• Buy back shares by Issuer or Public Company in a potentially crisis market condition.</li> <li>• Share ownership program by members of the Board of Directors, members of the Board of Commissioners, and employees of the Issuer or Public Company or controlled parties.</li> </ul>	v
<p>Informasi atau Fakta Material selain yang telah diungkapkan dalam Peraturan Otoritas Jasa Keuangan ini.  Material Information or Facts other than those that have been disclosed in this Financial Services Authority Regulation.</p>	v

POJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik POJK No. 8/POJK.04/2015 concerning Issuer's or Public Companies' Websites	Kesesuaian dengan Situs Web Perseroan Compliance with the Company's Website
<b>Informasi Tata Kelola Perusahaan</b> Corporate Governance Information	
Pedoman kerja Direksi dan Dewan Komisaris. Work guidelines for the Board of Directors and Board of Commissioners.	v
Pengangkatan, pemberhentian, dan/atau kekosongan Sekretaris Perusahaan, termasuk Sekretaris Perusahaan sementara, serta informasi pendukungnya. Appointment, dismissal and/or vacancy of the Corporate Secretary, including the temporary Corporate Secretary, and supporting information.	v
Piagam Unit Audit Internal. Internal Audit Unit Charter.	v
Kode Etik. Code of Conduct.	v
Pedoman kerja komite. Committee work guidelines.	v
Pengangkatan dan pemberhentian anggota Komite Audit. Appointment and dismissal of members of the Audit Committee.	v
Uraian prosedur Nominasi dan Remunerasi, apabila tidak dibentuk Komite Nominasi dan Remunerasi. Description of the Nomination and Remuneration procedure, if no Nomination and Remuneration Committee is established.	v
Kebijakan manajemen risiko. Risk management policy.	v
Kebijakan mekanisme sistem pelaporan pelanggaran (jika ada). Policy mechanism for reporting violations (if any).	v
Kebijakan anti korupsi (jika ada). Anti-corruption policy (if any).	v
Kebijakan terkait seleksi pemasok dan hak kreditur (jika ada). Policy regarding supplier selection and creditor rights (if any).	v
Kebijakan dalam peningkatan kemampuan vendor (jika ada). Policy on increasing vendor capabilities (if any).	v
<b>Informasi Tanggung Jawab Sosial Perusahaan</b> Corporate Social Responsibility Information	
Bidang lingkungan hidup; termasuk kebijakan, jenis program dan biaya yang dikeluarkan oleh Emiten dan Perusahaan Publik. The environment sector; including policies, types of programs and costs incurred by Issuers and Public Companies.	v
Praktik ketenagakerjaan, kesehatan, dan keselamatan kerja; termasuk kebijakan, jenis program dan biaya yang dikeluarkan oleh Emiten dan Perusahaan Publik. Labor, health and safety practices; including policies, types of programs and costs incurred by Issuers and Public Companies.	v
Pengembangan sosial dan masyarakat; termasuk kebijakan, jenis program dan biaya yang dikeluarkan oleh Emiten dan Perusahaan Publik. Social and community development; including policies, types of programs and costs incurred by Issuers and Public Companies.	v
Tanggung jawab produk dan/atau layanan, dengan disertai informasi pendukungnya; termasuk kebijakan, jenis program dan biaya yang dikeluarkan oleh Emiten dan Perusahaan Publik. Product and/or service responsibilities, accompanied by supporting information; including policies, types of programs and costs incurred by Issuers and Public Companies.	v

v = ada/x = tidak ada

v = available/x = not available

### Situs Web

Melalui Situs Web Perseroan [www.elnusa.co.id](http://www.elnusa.co.id) sebagai pusat publikasi informasi kepada pihak eksternal, yang telah sesuai dengan peraturan POJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik, disajikan dalam Bahasa Indonesia maupun Bahasa Inggris. Informasi yang tersedia dalam situs Perseroan adalah meliputi:

1. Informasi Bagi Investor & Pemegang Saham, di antaranya; Struktur Pemegang Saham, Komposisi Pemegang Saham, Rapat Umum Pemegang Saham, Aksi Korporasi, Informasi Dividen, Harga Saham, dan Pertemuan Analist.
2. Standar Etika Perusahaan
3. Informasi Rapat Umum Pemegang Saham (RUPS), di antaranya; Ringkasan Risalah RUPS, Tata Tertib RUPS, Form Surat Kuasa (Badan Hukum), Form Surat Kuasa (Perorangan), Material Agenda RUPS, Pemanggilan RUPS, dan Pengumuman RUPS.
4. Laporan Keuangan Tahunan Terpisah (10 Tahun Terakhir).
5. Struktur Manajemen, di antaranya; Profil Dewan Komisaris, Profil Direksi, Profil Komite, dan Profil Sekretaris Perusahaan.
6. Kebijakan & Arahkan, di antaranya; Board Manual, Piagam Komite Audit, Piagam Komite Manajemen Risiko, Piagam Komite Nominasi & Remunerasi, Piagam Sekretaris Perusahaan, dan Piagam Unit Audit Internal

### E-mail

E-mail resmi Perseroan untuk mengakomodir berbagai pertanyaan dan informasi terkait dengan Perseroan, yaitu dengan menghubungi *Corporate Secretary* pada e-mail: [corporate@elnusa.co.id](mailto:corporate@elnusa.co.id)

### Siaran Pers

Perseroan memanfaatkan media massa sebagai mitra untuk menyebarkan informasi tentang Perseroan kepada khalayak. Berikut disampaikan siaran pers yang dilakukan Perseroan di sepanjang tahun 2020.

### Website

Through the Company's website [www.elnusa.co.id](http://www.elnusa.co.id) as a center for publication of information to external parties, which are in accordance with POJK regulations No. 8/POJK.04/2015 concerning Issuer's or Public Company Websites, presented in Indonesian and English. Information available on the Company's website includes:

1. Information for Investors & Shareholders, including; Shareholder Structure, Shareholders Composition, General Meeting of Shareholders, Corporate Actions, Dividend Information, Share Prices and Analyst Meetings.
2. Corporate Ethics Standards
3. Information on the General Meeting of Shareholders (GMS), including; Summary of GMS Minutes, GMS Rules, Power of Attorney Form (Legal Entity), Power of Attorney Form (Individual), GMS Agenda Material, GMS Summons and GMS Announcement.
4. Separate Annual Financial Statements (Last 10 Years).
5. Management Structure, including; Board of Commissioners 'Profiles, Directors' Profiles, Committee's Profiles and Company Secretary's Profiles.
6. Policies & Directives, including; Board Manual, Audit Committee Charter, Risk Management Committee Charter, Nomination & Remuneration Committee Charter, Corporate Secretary Charter and Internal Audit Unit Charter

### E-mail

The Company's official email to accommodate various questions and information related to the Company, namely by contacting the *Corporate Secretary* at email: [corporate@elnusa.co.id](mailto:corporate@elnusa.co.id)

### Press Conference

The Company utilizes mass media as a partner to disseminate information about the Company to the public. The following is a press release conducted by the Company throughout 2020.

Tanggal Date	Judul Press Release Press Release Title
10 Januari 2020 January 10, 2020	Elnusa Raih Penghargaan Best Anak Perusahaan Services Hulu Elnusa Wins Best Upstream Services Subsidiary Award
5 Februari 2020 February 5, 2020	Elnusa Raih Kembali Predikat "Good Performance" Manajemen Keselamatan Pertamina EP Elnusa Wins the Predicate of "Good Performance" Pertamina EP Safety Management
10 Februari 2020 February 10, 2020	Elnusa Raih Penghargaan Kontraktor Terbaik dari PHE OSES Elnusa Wins Best Contractor Award from PHE OSES
11 Februari 2020 February 11, 2020	Elnusa Raih Apresiasi Pertamina RU IV atas Keberhasilan Turn Around Project Elnusa Wins Pertamina RU IV Appreciation for the Success of the Turn Around Project
18 Februari 2020 February 18, 2020	Diversifikasi Portofolio Lejitkan Performa Elnusa Portfolio Diversification Boosts Elnusa's Performance
22 Februari 2020 February 22, 2020	Tingkatkan Budaya Keselamatan Kerja, Elnusa Selenggarakan Kompetisi Berkendara Aman Mobil Tangki Enhancing Work Safety Culture, Elnusa Held a Tank Car Safe Driving Competition
12 Maret 2020 March 12, 2020	Dukung Penanganan Covid-19 , Elnusa Serahkan Alat Pelindung Diri ke Pertamedika Supporting Handling of Covid-19 , Elnusa Gives Personal Protective Equipment to Pertamedika
19 Maret 2020 March 19, 2020	Upaya Lanjutan PT Elnusa Tbk & Group dalam Menimalisasi Penularan Infeksi Covid-19 PT Elnusa Tbk & Group's Continued to Minimizing the Transmission of Covid-19 Infection
16 April 2020 April 16, 2020	Waspada DBD di Tengah Covid-19, Elnusa Fogging Lingkungan Warga Sekitar Beware of Dengue Fever in the Middle of Covid-19, Elnusa Fogging the Neighborhood of the Surrounding Residents
14 May 2020 14 May 2020	Elnusa Gelar Virtual Management Walkthrough di Project HWU EHR #09 PHE OSES Elnusa Holds Virtual Management Walkthrough at Project HWU EHR # 09 PHE OSES
22 May 2020 May 22, 2020	Elnusa Kembali Salurkan Bantuan 1,500 APD Medis ke Wilayah Tersebar di Indonesia Elnusa Distributes 1,500 PPE Medical Aid to Spread Areas in Indonesia
27 May 2020 May 27, 2020	Di tengah Pandemi Covid-19, Elnusa Dukung Penuh Penyelesaian Survei Seismik KKP Jambi Merang In the midst of the Covid-19 pandemic, Elnusa fully supports the completion of the Jambi Merang KKP Seismic Survey
11 Juni 2020 June 11, 2020	Elnusa Bersiap Normal Baru, Rangkaian Protokol Diterapkan Elnusa New Normal Prepared, Implemented Protocol Series
16 Juni 2020 June 16, 2020	Tingkatkan Kewaspadaan Covid-19, Elnusa Adakan Tanggap Darurat Increasing Covid-19 Alertness, Elnusa Holds Emergency Response
16 Juni 2020 June 16, 2020	Dihadang Berbagai Faktor Eksternal, Kinerja Kuartal Pertama Elnusa Tetap Positif Faced by Various External Factors, Elnusa's First Quarter Performance Remains Positive
8 Juni 2020 June 8, 2020	RUPST 2019: Elnusa Bagikan Dividen 25% dari Laba Bersih AGMS 2019: Elnusa Distributes Dividend 25% of Net Profit
10 Juli 2020 July 10, 2020	Elnusa Raih Penghargaan Anugerah BUMN 2020 Elnusa Wins 2020 SOE Award
21 Juli 2020 July 21, 2020	Elnusa Optimis Kinerja Tetap Positif Kendati Dihadang <i>Triple Shock</i> Elnusa Optimistic Performance Remains Positive Despite Triple Shock
3 Agustus 2020 August 3, 2020	Semester I 2020: Kinerja Elnusa Tetap Kokoh Semester I 2020: Elnusa's Performance Remains Strong
5 Agustus 2020 August 5, 2020	SKK Migas dan PHE Berikan Apresiasi Elnusa atas Dukungan terhadap Survei Seismik KKP Jambi Merang SKK Migas and PHE Appreciate Elnusa for Supporting the Seismic Survey of the Jambi Merang KKP
11 Agustus 2020 August 11, 2020	Dukung Riset EOR di Tempino Field-Jambi, Elnusa Berangkatkan Vibroseis Supporting EOR Research at Tempino Field-Jambi, Elnusa Sends Vibroseis
12 Agustus 2020 August 12, 2020	Elnusa Terbitkan Sukuk Ijarah Berkelanjutan I Tahap ke satu 2020 Elnusa Issues First Phase Ijarah Sukuk I 2020
19 Agustus 2020 August 19, 2020	Tingkatkan Penerapan GCG, Elnusa Raih Sertifikasi SMAP Improving GCG Implementation, Elnusa Achieves SMAP Certification

Tanggal Date	Judul Press Release Press Release Title
26 Agustus 2020 August 26, 2020	Elnusa Hydraulic Rig-14, Hasil Fabrikasi Karya Anak Bangsa yang Siap Dukong Produksi Migas Elnusa Hydraulic Rig-14, Fabrication of the Nation's Children Ready to Support Oil and Gas Production
27 Agustus 2020 August 27, 2020	Pertamina bersama Elnusa Petrofin Resmikan Fasilitas DPPU Pinangsori Tapanuli Tengah Pertamina and Elnusa Petrofin inaugurate the Central Tapanuli Pinangsori DPPU facility
8 September 2020 September 8, 2020	Elnusa Tuntaskan Pekerjaan Jasa Survei Seismik 2D Laut di Perairan Saumlaki Elnusa Completes Work on 2D Ocean Seismic Survey Services in Saumlaki Waters
9 September 2020 September 9, 2020	Dukung Pertamina (persero), PT Elnusa Petrofin Menggelar Peresmian SPPBE Gunung Sitoli Nias Support Pertamina (Persero), PT Elnusa Petrofin Holds Inauguration of SPPBE Gunung Sitoli Nias
9 September 2020 September 9, 2020	Usia 51 Tahun, Elnusa Gelar Aksi Sosial Hingga Pelestarian Alam At 51 years old, Elnusa Held Social Action to Conservation of Nature
30 September 2020 September 30, 2020	Elnusa Raih Penghargaan Best Oil & Gas Exploration Services Company di Ajang IAGI Exploration Award Elnusa Wins the Best Oil & Gas Exploration Services Company Award at the IAGI Exploration Award
2 Oktober 2020 October 2, 2020	ELNUSA dan PGNCOM Lakukan Kesepahaman Bisnis ICT untuk Dukong Sinergi Pertamina Group ELNUSA and PGNCOM Conduct ICT Business Understanding to Support Pertamina Group Synergy
8 Oktober 2020 October 8, 2020	Raih Kembali Sertifikasi ISO Series, Elnusa Buktikan Konsistensi Keunggulan Sistem Manajemennya Reclaiming ISO Series Certification, Elnusa Proves the Consistency of Its Management System Excellence
4 November 2020 November 4, 2020	ELNUSA Perluas Bisnis dengan Transformasi dan Inovasi ELNUSA Expands Business with Transformation and Innovation
13 November 2020 November 13, 2020	Cegah DBD, SATGAS EER Lakukan Fogging di Ring Satu Graha ELNUSA Prevent DHF, SATGAS EER Do Fogging in Ring Satu Graha ELNUSA
22 November 2020 November 22, 2020	Elnusa dan Pertamina EP Tuntaskan Pemasangan SPM Sukowati Field Tanpa Stop Produksi Elnusa and Pertamina EP Complete Installation of SPM Sukowati Field Without Stopping Production
30 November 2020 November 22, 2020	<i>Resilience</i> dengan Diversifikasi Portofolio, Elnusa Catat Kinerja Positif Kuartal III 2020 Resilience with Portfolio Diversification, Elnusa Records Positive Performance in the Third Quarter of 2020
6 Desember 2020 December 6, 2020	Elnusa dan Litbang ESDM Bersinergi Mendukung Ketahanan Energi dalam Negeri Elnusa and ESDM Research and Development Synergize to Support Domestic Energy Security
10 Desember 2020 December 10, 2020	Siap Genjot Pertumbuhan Kinerja, Elnusa Tandatangani Kredit Bank ICBC Ready to Boost Performance Growth, Elnusa Signs Credit Bank ICBC
14 Desember 2020 December 14, 2020	Elnusa Raih Penghargaan Bisnis Indonesia Award 2020 Elnusa Wins the 2020 Indonesian Business Award
17 Desember 2020 December 17, 2020	Penghujung 2020, Elnusa Raih Apresiasi Berbagai Institusi At the end of 2020, Elnusa Wins Appreciation from Various Institutions
21 Desember 2020 December 21, 2020	Dukung Satgas Nataru Pertamina 2020/2021, Elnusa Petrofin Optimalkan Penggunaan TI dan SDM Unggul Supporting the 2020/2021 Pertamina Nataru Task Force, Elnusa Petrofin Optimizes the Use of Superior IT and Human Resources
30 Desember 2020 December 30, 2020	Menutup Tahun 2020 dengan Gemilang, Elnusa Petrofin Raih Penghargaan Bergengsi dari BPH Migas Closing the Year 2020 with a Glorious, Elnusa Petrofin Wins a Prestigious Award from BPH Migas

### Laporan Tahunan

Perseroan juga menerbitkan buku Laporan Tahunan yang dibagikan kepada pemegang saham dan pemangku kepentingan lainnya. Penerbitan dan penyampaian Laporan Tahunan juga merupakan bentuk pemenuhan Perseroan terhadap ketentuan peraturan dan informasi Perseroan serta salah satu syarat pelaksanaan RUPS.

### Media Massa

Perseroan selalu memuat Informasi penting yang perlu diketahui oleh publik sebagai bentuk transparansi bagi para pemangku kepentingan dalam surat kabar berperedaran nasional. Selain itu Perseroan juga selalu menjaga hubungan baik dengan beberapa media massa untuk memberikan update Informasi penting Perseroan dengan melakukan media visit.

### Aktivitas Investor Relations

Sebagai bentuk keterbukaan informasi, Perseroan senantiasa memberikan keterangan informasi melalui aktivitas yang terkait Investor Relations. Perseroan mempunyai Bagian Hubungan Investor (*Investor Relations*) yang berkedudukan di bawah *Corporate Secretary* dan bertugas sebagai penghubung perusahaan dengan komunitas pasar modal dan pihak eksternal lain.

Bagian Investor Relation memiliki tanggung jawab untuk memastikan dipenuhinya aspek keterbukaan sebagai salah satu prinsip GCG kepada komunitas pasar modal, membina hubungan dengan para investor saham dan obligasi maupun surat berharga lainnya, para analis, jurnalis, wali amanat, lembaga pemeringkat, *Self Regulatory Organization* (SRO), serta komunitas keuangan terkait lainnya.

Untuk memenuhi tanggung jawab tersebut serta dalam rangka memenuhi peraturan dan meningkatkan komunikasi yang efektif, Bagian *Investor Relations* Perseroan menyelenggarakan beragam kegiatan mencakup: *public expose* dan *analyst meeting*, menerima *company visit*, *field visit*, dan *conference call*, melakukan *update* informasi pada *investor relation website* serta mengikuti *investor conference* dan *non-deal roadshow*.

### Annual Report

The Company also publishes Annual Report books that are distributed to shareholders and other stakeholders. The issuance and submission of the Annual Report is also a form of the Company's compliance with the provisions of the Company's regulations and information as well as one of the requirements for holding a GMS.

### Mass Media

The Company always discloses important information that needs to be known by the public as a form of transparency for stakeholders in national circulation newspapers. In addition, the Company also always maintains good relations with several mass media to provide important updates to the Company's information by conducting media visits.

### Investor Relations Activities

As a form of information disclosure, the Company always provides information information through activities related to Investor Relations. The Company has an Investor Relations Section located under the Corporate Secretary and is in charge of liaising the company with the capital market community and other external parties.

The Investor Relations Section has the responsibility to ensure that transparency is fulfilled as one of the principles of GCG to the capital market community, fostering relationships with investors in shares and bonds and other securities, analysts, journalists, trustees, rating agencies, Self Regulatory Organization (SRO), and other related financial communities.

To fulfill these responsibilities and in order to meet regulations and improve effective communication, the Investor Relations Division of the Company conducts a variety of activities including: public exposures and analyst meetings, receiving company visits, field visits, and conference calls, updating information on investor relations websites and following the investor conference and non-deal roadshow.



Kegiatan Hubungan Investor Tahun 2019 Investor Relations Activity in 2019	Frekuensi Frequency
Paparan Publik Public Call	1
Investor Meeting dan Conference Call Investor Meeting and Conference Call	15
Roadshow dan Konferensi Roadshow and Conference	3

Perseroan melakukan public expose atau paparan publik kepada pemegang saham, pemangku kepentingan dan masyarakat umum tentang aktivitas operasi dan proses usaha Perseroan. Public expose tahun 2020 diadakan sebanyak 1 (satu) kali, diadakan pada 30 November 2020 dengan menggunakan metoda daring (zoom) yang disambungkan dengan youtube channel. Agenda Public expose adalah melakukan presentasi manajemen atau paparan publik mengenai Perseroan.

#### Komunikasi dengan Regulator

Dalam hal *compliance*, *Corporate Secretary* Perseroan senantiasa memenuhi dan memastikan Perusahaan mematuhi peraturan yang berlaku untuk Perseroan sebagai *public & listed company*. Karenanya, *Corporate Secretary* secara teratur memberikan keterbukaan informasi kepada publik, Otoritas Jasa Keuangan dan Bursa Efek Indonesia sebagai otoritas pasar modal, sesuai dengan ketentuan yang berlaku, baik untuk pelaporan berkala maupun insidental. Selama tahun 2019, Perseroan tidak pernah mendapatkan teguran maupun sanksi dari regulator pasar modal terkait keterbukaan informasi tersebut.

Berikut adalah daftar Keterbukaan Informasi yang telah disampaikan oleh Perseroan, yang dikelola oleh *Corporate Secretary* dan disampaikan melalui surat kepada Otoritas Jasa Keuangan (OJK) dan *e-reporting* Bursa Efek Indonesia ([www.idx.co.id](http://www.idx.co.id)).

Perseroan melakukan public expose atau paparan publik kepada pemegang saham, pemangku kepentingan dan masyarakat umum tentang aktivitas operasi dan proses usaha Perseroan. Public expose tahun 2020 diadakan sebanyak 1 (satu) kali, diadakan pada 30 November 2020 dengan menggunakan metoda daring (zoom) yang disambungkan dengan youtube channel. Agenda Public expose adalah melakukan presentasi manajemen atau paparan publik mengenai Perseroan.

#### Communication with Regulators

In terms of *compliance*, the Company's *Corporate Secretary* always meets and ensures that the Company complies with regulations that apply to the Company as a publicly listed company. Therefore, the *Corporate Secretary* regularly provides information disclosure to the public, the Financial Services Authority and the Indonesia Stock Exchange as the capital market authority, in accordance with applicable regulations, both for periodic and incidental reporting. During 2019, The Company never received a reprimand or sanction from the capital market regulator regarding the disclosure of the information.

The following is a list of Information Disclosures that have been submitted by the Company, which are managed by the *Corporate Secretary* and submitted by letter to the Financial Services Authority (OJK) and *e-reporting* of the Indonesia Stock Exchange ([www.idx.co.id](http://www.idx.co.id)).

## TATA KELOLA TEKNOLOGI INFORMASI INFORMATION TECHNOLOGY GOVERNANCE



### Kebijakan Pemanfaatan dan Pengelolaan TI

Tahun 2020, peran IT dalam melaksanakan program yang sudah direncanakan mendapatkan tantangan tambahan dengan adanya Pandemi Covid-19 di awal tahun. Kesiapan menghadapi VUCA diuji dan berhasil dilalui dengan baik.

Dengan adanya program Digital Transformasi yang sudah dimulai sejak 2018 yang merupakan acuan tim IT dalam menjalankan fungsinya membuat proses transisi menghadapi proses dan cara kerja yang baru saat pandemi dapat dilalui dengan cepat. Ini dapat dilakukan karena hampir semua bisnis proses utama sudah dapat dilakukan dengan online atau tidak harus bertemu secara fisik.

Departemen IT berperan sebagai pembangun fundamental teknologi informasi elnusa, untuk mendukung proses bisnis, meningkatkan *value* bisnis, meningkatkan efisiensi maupun menurunkan *cost*.

Selain peran utama di atas, IT juga bekerja sama dengan fungsi Business Development dalam pengembangan potensi bisnis-bisnis baru yang diharapkan dapat mendukung perusahaan dalam mencapai visi dan misinya.

### IT Utilization and Management Policy

In 2020, the role of IT in implementing planned programs will face additional challenges with the Covid-19 Pandemic at the beginning of the year. VUCA readiness was tested and worked well.

With the Digital Transformation program that has been started since 2018, which is a reference for the IT team in carrying out its functions, the transition process to face new processes and ways of working during a pandemic can be passed quickly. This can be done because almost all major business processes can be done online or do not have to be physically met.

The IT department plays a role as the fundamental builder of Elnusa's information technology, to support business processes, increase business value, increase efficiency and reduce costs.

Besides of the main role above, IT also collaborates with the Business Development function in developing potential new businesses that are expected to support the company in achieving its vision and mission.

### Departemen Teknologi Informasi

Teknologi informasi di elnusa dikelola oleh Departemen Teknologi Informasi yang sesuai dengan peran utamanya berada di bawah Direksi SDM & Umum.

Organisasi IT mempunyai organisasi yang cukup agile. Budaya Agile ini terus diupayakan menjadi budaya yang menyatu dalam keseharian tim IT. Kolaborasi, Agile methodology dan Cross function team sudah menjadi new normal.

Dibantu dengan adanya standardisasi, cara kerja dan teknologi, bekerja dengan *remote working* dengan tim yang tersebar jauh didaerahnya masing-masing tidak membuat layanan maupun pengembangan system di IT menjadi terhambat.

### Arsitektur TI

ICT Enterprise Architecture dibangun menyesuaikan dengan visi misi perusahaan dan berkembang menyesuaikan.

Dengan kebutuhan perusahaan dalam menghadapi VUCA, yaitu dibutuhkan adanya agility dalam pembuatan proses bisnis, pengambilan keputusan yang tepat dan berdasarkan data, kecepatan akses terhadap teknologi ICT terbaru, maupun pembuatan produk inovasi baru, mengharuskan ICT Enterprise Architecture ini menggabungkan konsep agile dengan tetap menjaga risk maupun compliance.

Standardisasi dalam Tools, Bisnis Proses, dan Architecture menjadi landasan dalam proses pengembangan system dan pemberian layanan sehingga quality dan SLA dapat terjaga, tapi tanpa mengurangi kreatifitas tim. Standard ini terus di evaluasi dan dikembangkan berdasarkan kebutuhan dan masukan dari pengguna maupun pengembang mengikuti kebutuhan Elnusa Group.

### Program Strategis 2020

Beberapa program Strategic Initiative yang berhasil diselesaikan mencakup program pengembangan digitalisasi bisnis proses internal yang berkelanjutan dan Produk-produk IT seperti Internet of Things (IoT) sebagai bagian dari diversifikasi bisnis di elnusa group.

Sepanjang tahun 2020, 24 development team yang terdiri dari cross function team dari 11 divisi ikut berkolaborasi dan berhasil menyelesaikan pengembangan aplikasi maupun tambahan modul untuk mendukung proses bisnis. Terjadinya Pandemi

### Information Technology Department

Information technology at Elnusa is managed by the Information Technology Department in accordance with its main role under the HR & General Board of Directors.

IT organizations have quite agile organizations. This Agile culture continues to be endeavored to become a culture that is integrated into the daily life of the IT team. Collaboration, Agile methodology and Cross function team have become new normal.

Assisted by the existence of standardization, working methods and technology, working remotely with teams that are spread far away in their respective regions does not hamper services or system development in IT.

### IT Architecture

ICT Enterprise Architecture is built in accordance with the company's vision and mission and develops accordingly.

With the company's needs in facing VUCA, namely the need for agility in making business processes, making correct and data-based decisions, speed of access to the latest ICT technology, and produce new innovative products, requires this ICT Enterprise Architecture to combine agile concepts while maintaining risk and compliance.

Standardization in Tools, Business Processes, and Architecture becomes the foundation in the process of system development and service delivery so that quality and SLA can be maintained, but without reducing team creativity. This standard is continuously evaluated and developed based on the needs and input from users and developers following the needs of the Elnusa Group.

### Strategic Program 2020

Some of the Strategic Initiative programs that have been successfully completed include a continuous development program for digitalization of internal business processes and IT products such as the Internet of Things (IoT) as part of business diversification in the Elnusa Group.

Throughout 2020, 24 development teams consisting of cross function teams from 11 divisions participated in collaborating and successfully completing application development and additional modules to support business processes. The occurrence of the

diawal tahun 2020 mengharuskan hampir semua tim IT harus bekerja secara remote dan tersebar, tidak menghambat pencapaian tim, bahkan dapat dikatakan ada peningkatan kecepatan kerja.

Dengan banyaknya system yang dibangun, meningkatnya support untuk operasi terkait project maupun support ke beberapa anak perusahaan, mengakibatkan meningkatnya support di IT YoY sebanyak 64%. Peningkatan support ini tidak mengurangi kualitas layanan IT dengan tetap mempertahankan KPI sesuai dengan kesepakatan.

### Investasi TI

Investasi IT di tahun 2020 lebih mengutamakan pengembangan Talent, Knowledge dan akses terhadap new technology.

*Culture development yang agile, collaboration, cross function skill* menjadi fokus yang terus dikembangkan agar menjadi budaya kerja dilingkungan IT maupun elnusa.

Membuat design, strategi dan eksekusi Methode untuk mendapatkan Manpower dan talenta dalam jumlah banyak yang sesuai dengan standard teknis maupun non teknis untuk mendukung semua program pengembangan ICT ditahun 2020 yang mengalami peningkatan dari tahun sebelumnya, merupakan pencapaian yang berhasil diselesaikan dengan sukses. Kedepannya metode ini akan terus digunakan dan dikembangkan untuk mendukung rencana pengembangan digitalisasi di Elnusa.

Pemanfaatan cloud telah dilakukan dengan bertahap dan dengan memperhitungkan peruntukan, risiko dan biaya secara jangka panjang.

Investasi infrastruktur internal dilakukan dengan lebih mempertimbangkan kondisi pandemi di mana lebih banyak karyawan yang bekerja dari luar kantor dari pada yang sebelumnya transaksi lebih banyak dilakukan didalam jaringan internal.

### Tata Kelola TI

IT bekerja berdasarkan tugas dan tanggung jawab yang sudah disepakati. Dalam proses digital transformasi suatu perusahaan membutuhkan infrastructure IT yang mendukung sebagai fundamental.

Pandemic in early 2020 requires that almost all IT teams have to work remotely and spread out, does not hinder the team's achievement, it can even be said that there is an increase in work speed.

With so many systems being built, the increased support for project-related operations and support to several subsidiaries has resulted in an increase in support in IT YoY by 64%. This increase in support does not reduce the quality of IT services while maintaining KPIs in accordance with the agreement.

### IT Investment

IT investment in 2020 prioritizes the development of Talent, Knowledge and access to new technology.

Agile culture development, collaboration, cross function skills are a focus that continues to be developed so that it becomes a work culture in the IT and Elnusa environment.

Creating a design, strategy and execution of methods to get a large number of Manpower and talents in accordance with technical and non-technical standards to support all ICT development programs in 2020 which have increased from the previous year, is an achievement that has been successfully completed. In the future, this method will continue to be used and developed to support the digitalization development plan in Elnusa.

The use of the cloud has been carried out gradually and taking into account the use, risk and cost in the long-term.

Internal infrastructure investment is carried out by taking into account the pandemic conditions where more employees work from outside the office than previously, more transactions were carried out on the internal network.

### IT Governance

IT works based on agreed duties and responsibilities. In the digital transformation process, a company requires a supporting IT infrastructure as a fundamental.

Strategic Initiative Perusahaan dalam menjalankan transformasi digital dalam pengembangan aplikasi terintegrasi merupakan program Synergi yang bekerja sama lintas fungsi baik sebagai product owner, pembuat kebijakan, tim Enterprise Dashboard, SME, maupun PMO sebagai upaya pengembangan system yang sesuai dengan visi misi perusahaan.

Dalam menjalankan fungsi layanannya, tim IT mempunyai alat monitoring online yang dipantau secara berkala agar tetap sesuai dengan target KPI dan SLA yang telah ditetapkan.

Pengembangan aplikasi menggunakan Agile Methodology (SCRUM) yang setiap proses tahapannya tercatat di system sehingga dapat termonitor secara realtime.

#### Rencana ke Depan

Untuk terus mendukung digitalisasi di elnusa, tim IT akan terus mengembangkan diri agar siap menghadapi VUCA dengan fokus pada budaya kerja, talent, knowledge, otomatisasi, monitoring dan standardisasi sehingga dapat dengan cepat beradaptasi mengikuti perubahan (Agile mindset). Ini tentu saja dilakukan tanpa mengorbankan quality.

Pengembangan aplikasi bisnis proses yang terintegrasi akan terus dilanjutkan dengan lebih fokus ke improvement dari existing aplikasi, utilisasi data dan budaya digital.

Kondisi saat ini dan kedepan yang memungkinkan adanya perubahan cara kerja menjadi remote working juga menjadi pertimbangan dalam menentukan aplikasi, technology maupun system kerja yang sesuai.

Riset and Development juga akan terus dilakukan bersama dengan fungsi terkait untuk mendukung bisnis berjalan maupun bisnis baru.

The Company's Strategic Initiative in carrying out digital transformation in integrated application development is a Synergy program that collaborates across functions as a product owner, policy maker, Enterprise Dashboard team, SME, and PMO as an effort to develop a system in accordance with the company's vision and mission.

In carrying out its service functions, the IT team has an online monitoring tool that is monitored regularly so that it is in accordance with the KPI and SLA targets that have been set.

Application development uses Agile Methodology (SCRUM), where every step of the process is recorded in the system so that it can be monitored in real time.

#### Future Plan

To continue to support digitization in Elnusa, the IT team will continue to develop themselves so that they are ready to face VUCA with a focus on work culture, talent, knowledge, automation, monitoring and standardization so that they can quickly adapt to change (Agile mindset). This of course is done without sacrificing quality.

The development of integrated business process applications will be continued with a more focus on improvements to existing applications, data utilization and digital culture.

Current and future conditions that allow a change in the way of working to become remote working are also a consideration in determining the appropriate application, technology and work system.

Research and Development will also continue to be carried out together with related functions to support current and new businesses.

## KODE ETIK

### CODE OF CONDUCT

Agar visi, misi, dan nilai inti serta budaya perusahaan dapat diterapkan secara lebih nyata, diperlukan sebuah perangkat yang bersifat artikulatif serta memiliki mekanisme *reward & punishment*. Perseroan memiliki Standar Etika Perusahaan atau *Code of Conduct* (CoC) yang disusun sejak tahun 2008 memuat prinsip-prinsip GCG, yaitu transparansi, akuntabilitas, tanggung jawab, independensi dan kewajaran (*fairness*) dalam pengelolaan bisnis Perusahaan dengan mengedepankan etika bisnis serta pelaksanaan etika kerja di lingkungan Perusahaan agar setiap individu Perusahaan mampu bersikap, berperilaku, berinteraksi, dan melakukan proses kerja baik di dalam dan di luar Perusahaan.

CoC terkini yang telah ditandatangani oleh Komisaris Utama dan Direktur Utama pada tanggal 12 Maret 2019 merupakan bentuk pembaharuan yang senantiasa dilakukan sesuai dengan perkembangan hukum, peraturan perundang-undangan serta praktik terbaik Perseroan.

#### Pokok-Pokok Standar Etika Perusahaan

Perseroan memegang komitmen pada standar etika dan perilaku bisnis tertinggi. Ini meliputi hubungan Perusahaan dengan para pelanggan, para pemasok, para pemegang saham dan investor, komunitas masyarakat dimana Perusahaan beroperasi, serta antar di mana di semua tingkatan organisasi Perseroan. Setiap unit kerja dan Anak Perusahaan dalam lingkup Grup Perseroan harus beroperasi sesuai dengan kebijakan dan prosedur yang konsisten dengan nilai-nilai dalam standar etika ini.

Perseroan tidak akan mentolerir hal-hal terkait dengan integritas. Itu sebabnya beberapa aspek kritis yang dipandang perlu diatur dalam Standar Etika Perusahaan sebagai pedoman perilaku dalam berhubungan dengan stakeholders, baik internal maupun eksternal. Oleh karena ini Standar etika Perusahaan memuat hal-hal sebagai berikut:

#### Bab I: Pendahuluan

1. Latar belakang
2. Visi, Misi, dan Nilai Perusahaan
3. Budaya Perusahaan
4. Tujuan CoC
5. Manfaat
6. Prinsip-prinsip GCG
7. Istilah-istilah yang digunakan

#### Bab II: Etika Kerja & Bisnis Elnusa

1. Pedoman Perilaku
2. Perilaku Integritas

So that the vision, mission and core values and corporate culture can be applied more clearly, we need a device that is articulate and has a reward & punishment mechanism. The Company has a Corporate Ethics Standard or Code of Conduct (CoC) compiled since 2008 containing GCG principles, namely transparency, accountability, responsibility, independence and fairness in managing the Company's business by promoting business ethics and implementing work ethics in the environment Company so that each individual Company is able to behave, behave, interact and carry out work processes both inside and outside the Company.

The most recent CoC, which was signed by the President Commissioner and President Director on March 12, 2019, is a form of renewal that is always carried out in accordance with developments in laws, laws and regulations as well as the Company's best practices.

#### Highlights of Company Ethics Standards

The Company holds a commitment to the highest ethical standards and business conduct. This includes the Company's relationships with customers, suppliers, shareholders and investors, the communities in which the Company operates, and between workers at all levels of the Company's organization. Each work unit and subsidiary within the scope of the Company Group must operate in accordance with policies and procedures that are consistent with the values in this ethical standard.

The Company will not tolerate matters related to integrity. That is why several critical aspects that are deemed necessary to be regulated in the Company Ethical Standards as a code of conduct in dealing with stakeholders, both internal and external. Therefore, the Company's ethical standards include the following:

#### Chapter I Introduction

1. Background
2. Vision, Mission and Company Values
3. Corporate Culture
4. The purpose of CoC
5. Benefits
6. GCG Principles
7. Terms used

#### Chapter II: Elnusa Work & Business Ethics

1. Code of Conduct
2. Integrity Behavior

3. Patuh Hukum
4. Benturan Kepentingan
5. Hadiah, Jamuan dan Hiburan
6. Hubungan dengan Petugas Pemerintahan atau Lembaga Pemerintahan
7. Sikap Profesional

#### Bab III: Whistleblowing System

#### Bab IV: Petunjuk Pelaksanaan

1. Prinsip dasar pelaksanaan
2. Sosialisasi
3. Pelaporan pelanggaran
4. Sanksi atas pelanggaran

Lampiran: Lembar pernyataan kepatuhan

### PEMBERLAKUAN KODE ETIK BAGI SELURUH LEVEL ORGANISASI

Kode Etik Perseroan merupakan Standar Etika dilingkungan Perseroan yang wajib dipatuhi dan dilaksanakan oleh:

1. Insan Elnusa, di semua level termasuk Dewan komisaris, Direksi dan Organ penunjang Dewan Komisaris.
2. Pihak Eksternal yang bertindak untuk dan atas nama Elnusa.
3. Seluruh entitas Anak Perusahaan.
4. Mitra Kerja yang bekerja sama dengan Elnusa, seperti Konsultan, Media partner, *Lawyer* serta rekanan kerja lainnya.

### SOSIALISASI DAN INTERNALISASI KODE ETIK

Guna memberikan pemahaman kepada seluruh Insan Perseroan, Perseroan secara berkala melakukan sosialisasi standar etika ini kepada seluruh jajaran karyawan mulai dari jajaran Dewan Komisaris dan Direksi, Manajemen, karyawan baik yang berada di kantor pusat maupun yang berada di wilayah operasi. Sosialisasi materi CoC dilanjutkan dengan melakukan penandatanganan pernyataan kepatuhan atas CoC & komitmen integritas.

Perseroan juga menempatkan informasi mengenai Standar Etika melalui *website* Perseroan dan portal internal. Jika terdapat hal-hal yang kurang lengkap, karyawan dapat sewaktu-waktu bertanya kepada atasan langsung masing-masing atau kepada Dewan Etika & GCG sebagai penanggung jawab atas implementasi GCG.

3. Law Compliance
4. Conflict of Interest
5. Gifts, Entertainment and Entertainment
6. Relationship with Government Officials or Government Institutions
7. Professional Attitude

#### Chapter III: Whistleblowing System

#### Chapter IV: Implementation Instructions

1. Basic principles of implementation
2. Socialization
3. Reporting violations
4. Sanctions for violations

Attachment: Statement of compliance

### ENFORCEMENT OF THE CODE OF CONDUCT FOR ALL ORGANIZATIONAL LEVELS

The Company's Code of Ethics is an Ethical Standard in the Company's environment that must be obeyed and implemented by:

1. Personnel of Elnusa, at all levels including the Board of Commissioners, Directors and Supporting Organs of the Board of Commissioners.
2. External Parties acting for and on behalf of Elnusa.
3. All Subsidiaries.
4. Partners who work closely with Elnusa, such as Consultants, Media partners, Lawyer and other working partners.

### CODE OF CONDUCT SOCIALIZATION AND INTERNALIZATION

In order to provide understanding to all Company Personnel, the Company periodically conducts socialization of this ethical standard to all levels of employees starting from the Board of Commissioners and Directors, Management, employees both at the head office and those in the operational area. The CoC material socialization was continued by signing a statement of compliance with the CoC & commitment to integrity.

The Company also places information on Ethical Standards through the Company's website and internal portal. If there are things that are incomplete, employees can at any time ask their respective direct superiors or the Ethics & GCG Board as the person responsible for GCG implementation.

Penerapan standar etika merupakan salah satu bentuk penguatan budaya Perusahaan yang bertujuan untuk membangun fondasi yang kuat bagi kelanjutan eksistensi bisnis Perusahaan. Budaya Perusahaan merupakan kombinasi yang terintegrasi dan selaras dari nilai Perusahaan (*clean, respectful, synergy*) serta semangat dan prinsip yang harus dimiliki oleh setiap insan Elnusa.

### UPAYA PENEGAKAN KODE ETIK DAN PENGADUAN PELANGGARAN

Perseroan melakukan penegakan terhadap Pedoman Standar Perilaku Perseroan yang dilakukan dengan melakukan pemantauan secara berkala terhadap penegakan Pedoman Etika Perseroan dan menyediakan fasilitas bagi pengaduan terhadap pelanggaran Pedoman Standar Perilaku yang berlaku di lingkungan Perseroan. Mekanisme pelaporan pelanggaran Pedoman Standar Perilaku dilakukan sebagaimana termaktub dalam ketentuan Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS) yang telah dikembangkan Perseroan.

WBS merupakan sistem yang telah dikembangkan Perseroan dan digunakan untuk menerima, mengelola dan menindaklanjuti serta memuat pelaporan atas informasi yang disampaikan oleh pelapor mengenai tindakan pelanggaran yang terjadi di lingkungan Perseroan, yaitu perbuatan melanggar Pedoman Standar Perilaku Perseroan yang dilakukan baik oleh karyawan atau pimpinan yang dapat merugikan Perseroan maupun para pemangku kepentingan lainnya.

Bagi insan Perseroan yang terbukti melakukan pelanggaran terhadap Pedoman Standar Perilaku yang berlaku, akan diberikan sanksi sesuai dengan kebijakan dan peraturan perundang-undangan yang berlaku. Bentuk penindakan berupa pemberian peringatan lisan maupun tertulis kepada karyawan yang melakukan pelanggaran.

The adoption of ethical standards is a form of strengthening the Company's culture which aims to build a strong foundation for the continued existence of the Company's business. The Corporate Culture is an integrated and harmonious combination of Company values (*clean, respectful, synergy*) as well as the spirit and principles that must be possessed by all Elnusa people.

### ENFORCEMENT OF CODE OF CONDUCT AND COMPLAINTS OF VIOLATION

The Company enforces the Company's Standards of Conduct Guidelines by periodically monitoring the enforcement of the Company's Code of Ethics and providing facilities for complaints against violations of the Code of Conduct that applies within the Company. The mechanism for reporting violations of the Code of Conduct Standards is carried out as stipulated in the provisions of the Whistle Blowing System (WBS) that has been developed by the Company.

WBS is a system that has been developed by the Company and is used to receive, manage and follow up and contain reports on information submitted by reporters regarding violations that occur within the Company, namely acts that violate the Company's Standards of Conduct Guidelines carried out either by employees or leaders that can harm The Company and other stakeholders.

Company people who are proven to have violated the applicable Standards of Conduct Guidelines will be given sanctions in accordance with the policies and regulations in force. Actions take the form of giving verbal and written warnings to employees who commit violations.



## SANKSI ATAS PELANGGARAN

Perseroan tidak akan mentolerir hal-hal terkait dengan integritas. Itu sebabnya beberapa aspek kritical yang dipandang perlu diatur dalam standar etika Perusahaan sebagai pedoman perilaku dalam berhubungan dengan *stakeholders*, baik internal maupun eksternal antara lain mencakup:

1. Sikap kerja professional baik sebagai pimpinan maupun bawahan
2. Selalu melakukan tes etika jika berhadapan dengan situasi dilematika
3. Berani mengungkapkan masalah
4. Menghindari diskriminasi
5. Kesempatan karir yang sama
6. Bebas Narkotika dan obat-obatan terlarang
7. Saling menghargai satu sama lain
8. Batasan dalam aktivitas politik
9. Menjaga rahasia Perusahaan
10. Menjaga citra Perusahaan
11. Pengambilan keputusan berdasarkan atas kepentingan Perusahaan

## JUMLAH PELANGGARAN KODE ETIK

Sebagai realisasi penegakan Pedoman Standar Perilaku Perseroan, berikut rincian sanksi yang dikenakan terkait penegakan Kode Etik selama tahun 2020:

Kategori Pelanggaran Violation Category	Jenis Sanksi Sanction Type	Jumlah Pelanggaran Violation Amount
Kelalaian Negligence	Surat Peringatan 1 <sup>st</sup> Warning Letter	5
Mangkir Absent	Surat Teguran Warning Letter	1
Etika Ethics	Surat peringatan Warning Letter	4
Etika Ethics	PHK Layoff	3

## SANCTIONS FOR VIOLATIONS

The Company will not tolerate matters related to integrity. That is why several critical aspects which are deemed necessary to be regulated in the Company's ethical standards as a code of conduct in dealing with stakeholders, both internal and external include:

1. Professional work attitude both as a leader and subordinate
2. Always conduct an ethics test when dealing with situations in dilemma
3. Dare to express problems
4. Avoid discrimination
5. Same career opportunity
6. Free of Narcotics and illegal drugs
7. Respect each other
8. Limitation in political activities
9. Keep company secrets
10. Maintaining the Company's image
11. Decision making is based on the interests of the Company

## CODE OF CONDUCT VIOLATION AMOUNT

As a realization of the enforcement of the Company's Standards of Conduct Guidelines, the following details of sanctions imposed related to the enforcement of the Code of Ethics during 2020:

Sebagai bagian dari transparansi yang dilakukan Perseroan, berikut disampaikan jumlah penyimpangan internal yang terjadi dan upaya penyelesaiannya.

As part of the transparency carried out by the Company, the following is presented the number of internal irregularities that have occurred and their remedies.

Penyimpangan Internal dalam 1 Tahun Internal Deviations in 1 Year	Jumlah Kasus yang Dilakukan oleh Number of Cases Committed by					
	Manajemen Management		Pegawai Tetap Permanent Employee		Pegawai Tidak Tetap Non-permanent Employee	
	2020	2019	2020	2019	2020	2019
Telah Diselesaikan Finished	3	1	11	2	2	2
Dalam proses penyelesaian internal In internal resolution process	-	-	-	-	-	-
Belum diupayakan Penyelesaiannya Settlement has not yet been sought	-	-	-	-	-	-
Telah ditindaklanjuti melalui proses hukum Has been followed up through a legal process	-	-	-	-	-	-
<b>Jumlah Penyimpangan</b> <b>Total Deviations</b>						

## KAJIAN DAN EVALUASI MANAJEMEN

Manajemen Perseroan secara konsisten melakukan kajian dalam rangka mengevaluasi kinerja Perseroan, termasuk keterkaitan antara visi, misi dan budaya perusahaan serta kode etik dengan rencana jangka panjang dan profil risiko yang dihadapi Perseroan. Penerapan Pedoman Standar Perilaku juga menjadi kajian manajemen untuk menjadi salah satu perangkat evaluasi keorganisasian kelompok usaha Elnusa.

## MANAGEMENT STUDY AND EVALUATION

The Company's management consistently conducts studies in order to evaluate the Company's performance, including the relationship between the company's vision, mission and culture as well as the code of ethics with the long-term plan and risk profile faced by the Company. The application of the Code of Conduct Standards is also a management review to become one of the evaluation tools for the Elnusa business group organization.

## PENGENDALIAN GRATIFIKASI

### GRATIFICATION CONTROL

Perseroan juga telah memiliki Pedoman Pengelolaan Gratifikasi di Lingkungan Perseroan dan Entitas Anak, sebagaimana diatur dalam Pedoman penerimaan dan pemberian hadiah/hiburan.

Di tahun 2020, Perseroan secara reguler melakukan sosialisasi Kebijakan Anti Gratifikasi kepada insan Perseroan maupun mitra kerja Perseroan.

The Company has a Gratification Management Guidelines within the Company and Subsidiaries, as stipulated in the Guidelines for receiving and giving gifts/entertainment.

In 2020, the Company regularly conducts Anti-Gratification Policy socialization to the Company employees' and the Company's business partners.

## INFORMASI PEMBERIAN DANA UNTUK KEGIATAN POLITIK

### FUNDING INFORMATION FOR POLITICAL ACTIVITIES

Perseroan memiliki kebijakan untuk melarang keterlibatan individu atas nama Perseroan dalam kegiatan politik, termasuk memberikan donasi untuk kepentingan politik. Perseroan memiliki kebijakan untuk melarang keterlibatan individu atas nama Perseroan dalam kegiatan politik, termasuk memberikan donasi untuk kepentingan politik. Secara tegas, Perseroan tidak mengizinkan insan Elnusa menggunakan fasilitas atau sumber daya apapun untuk tujuan kampanye politik, penggalangan dana politik maupun untuk tujuan partisipasi politik. Sebagaimana yang telah diatur dalam Pedoman Standar Perilaku (*Code of Conduct*) Perseroan.

Sebaliknya, kepedulian yang tinggi terhadap masalah sosial dan kemasyarakatan merupakan bagian penting dari tugas dan tanggung jawab perusahaan terhadap masyarakat, yang diwujudkan melalui program-program *Corporate Social Responsibility* (CSR). Penjelasan lebih rinci tentang kegiatan CSR yang telah dilakukan Perseroan di sepanjang tahun 2020, serta nilai nominalnya dapat dilihat pada Bab Tanggung Jawab Sosial Perusahaan dalam Laporan Tahunan ini.

The Company has a policy to prohibit the involvement of individuals on behalf of the Company in political activities, including making donations for political purposes. The Company has a policy to prohibit the involvement of individuals on behalf of the Company in political activities, including making donations for political purposes. Strictly speaking, the Company does not allow Elnusa's people to use any facilities or resources for the purpose of political campaigns, for raising political funds or for the purpose of political participation. As regulated in the Company's Code of Conduct.

Conversely, high awareness of social and community issues is an important part of the company's duties and responsibilities to the community, which is realized through *Corporate Social Responsibility* (CSR) programs. A more detailed description of the CSR activities carried out by the Company throughout 2020, and their nominal value can be seen in the *Corporate Social Responsibility* Chapter in this Annual Report.

## SISTEM MANAJEMEN ANTI PENYUAPAN

### ANTI-BRIBERY MANAGEMENT SYSTEM

Sebagai salah satu program penguatan implementasi *Good Corporate Governance* (GCG) dan wujud komitmen Perusahaan dalam menjalankan operasional Perusahaan dengan lebih transparan, adil dan zero tolerance terhadap fraud dan tindakan penyuapan baik oleh Direksi, Dewan Komisaris, pegawai maupun pihak eksternal, Perseroan telah memiliki Sistem Manajemen Anti Penyuapan (SMAP) untuk melengkapi kebijakan yang terkait dengan pencegahan penyuapan, yang berpedoman pada standar internasional yaitu SNI ISO 37001:2016 dan dimaksudkan untuk membantu Perusahaan menerapkan SMAP yang efektif. Perusahaan telah menetapkan kebijakan, membuat dokumen, melakukan sosialisasi, menerapkan, mendokumentasikan, memelihara, dan menyempurnakannya secara berkesinambungan sejalan dengan persyaratan standar dalam SNI ISO 37001:2016.

#### DASAR PENERAPAN SMAP

Implementasi dan penerapan SMAP Perseroan dilaksanakan berdasarkan:

1. Instruksi Presiden Nomor 10 Tahun 2016 tentang Aksi Pencegahan dan Pemberantasan Korupsi;
2. Surat Menteri BUMN Nomor S-35/MBU/01/2020 tanggal 10 Januari 2020 perihal Implementasi Sistem Manajemen Anti Suap di BUMN sebagai Pelaksanaan Peraturan Presiden Nomor 54 tahun 2018 tentang Strategi Nasional Pencegahan Korupsi;
3. Surat KBUMN Nomor S-17/S.MBU/02/2020 tanggal 17 Februari 2020 perihal Sertifikasi ISO 37001 Sistem Manajemen Anti Penyuapan di BUMN.

As one of the programs to strengthen the implementation of *Good Corporate Governance* (GCG) and a manifestation of the Company's commitment to running the Company's operations in a more transparent, fair, and zero tolerance manner against fraud and bribery by the Board of Directors, Board of Commissioners, employees and external parties, the Company has a Management System. Anti-Bribery (ABMS) to complement policies related to bribery prevention, which are guided by international standards, namely SNI ISO 37001: 2016 and are intended to help companies implement an effective ABMS. The company has established policies, created documents, socialized, implemented, documented, maintained, and improved continuously in line with the standard requirements in SNI ISO 37001: 2016.

#### BASIS OF ABMS IMPLEMENTATION

The implementation and application of the Company's ABMS are carried out based on:

1. Presidential Instruction Number 10 of 2016 concerning Actions to Prevent and Eradicate Corruption;
2. Letter of the Minister of BUMN Number S-35/MBU/01/2020 dated January 10, 2020, regarding the Implementation of Anti-Bribery Management Systems in BUMN as the Implementation of Presidential Regulation Number 54 of 2018 concerning the National Strategy for Preventing Corruption;
3. KBUMN Letter Number S-17/S.MBU/02/2020 dated February 17, 2020, regarding ISO 37001 Certification of Anti-Bribery Management System in SOEs.

Penerapan SMAP di Perseroan yang tertuang dalam Management Policy Standar Sistem Manajemen Anti Penyuapan ini memuat langkah-langkah yang diperlukan untuk mengelola Anti Penyuapan di Perusahaan dan dirancang untuk menerapkan pengendalian yang tepat dalam mendeteksi, mengidentifikasi dan mengurangi potensi penyuapan sejak awal, mengembangkan dan menumbuhkan budaya anti-penyuapan bagi seluruh Direksi, Dewan Komisaris, karyawan maupun pihak eksternal terkait serta meningkatkan kepatuhan terhadap hukum dan peraturan yang berlaku. Kebijakan/Management Policy Standar Sistem Manajemen Anti Penyuapan telah dilaksanakan secara efektif di Perusahaan.

### SERTIFIKASI SMAP

Untuk mendukung SMAP yang telah diimplementasikan di Perusahaan, maka Perseroan juga telah mewujudkan komitmen penerapan praktik terbaik atas SMAP tersebut dengan diperolehnya Sertifikasi SMAP ISO 37001:2016 pada Agustus 2020.

The implementation of the ABMS in the Company as stated in the Management Policy The Anti-Bribery Management System Standard contains the steps needed to manage Anti-Bribery in the Company and is designed to implement appropriate controls in detecting, identifying, and reducing the potential for bribery from the start, developing and fostering an anti-bribery culture. -bribery for all Directors, Board of Commissioners, employees, and related external parties as well as increasing compliance with applicable laws and regulations. The Anti-Bribery Management System Standard Policy / Management Policy has been implemented effectively in the Company.

### SMAP CERTIFICATION

To support the implementation of SMAP, the Company has also realized its commitment to best practice implementation of the ABMS by obtaining the ISO 37001: 2016 SMAP Certification in August 2020.

## KEBIJAKAN ANTI KORUPSI

### ANTI-CORRUPTION POLICY

Dewan Komisaris, Direksi, serta seluruh pegawai senantiasa menjunjung tinggi persaingan yang *fair*, nilai sportifitas dan profesionalisme, serta prinsip-prinsip GCG. Perseroan juga berkomitmen untuk menciptakan iklim usaha yang sehat, menghindari tindakan, perilaku ataupun perbuatan-perbuatan yang dapat menimbulkan konflik kepentingan, Korupsi, Kolusi dan Nepotisme (KKN) serta selalu mengutamakan kepentingan Perseroan di atas kepentingan pribadi, keluarga, kelompok ataupun golongan. Perseroan juga senantiasa memperhatikan kebijakan tentang anti korupsi seperti yang tertulis dalam Undang-Undang No. 20 Tahun 2001 tentang Perubahan atas Undang-Undang No. 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi.

The Board of Commissioners, Directors, and all employees always uphold fair competition, sportsmanship and professionalism, as well as GCG principles. The Company is also committed to creating a healthy business climate, avoiding actions, behaviors or actions that can cause conflicts of interest, Corruption, Collusion and Nepotism (KKN) and always prioritize the interests of the Company above personal, family, group or group interests. The Company also always pays attention to anti-corruption policies as written in Law No. 20 of 2001 concerning Amendments to Law No. 31 of 1999 concerning Eradication of Corruption Crimes.

## PENGELOLAAN BENTURAN KEPENTINGAN DAN HUBUNGAN DENGAN PIHAK BERELASI

### MANAGEMENT OF CONFLICTS OF INTEREST AND RELATIONSHIPS WITH RELATED PARTIES

Benturan kepentingan adalah terjadinya konflik antara kepentingan ekonomis Perseroan dengan kepentingan ekonomis pribadi, pemilik, anggota Dewan Komisaris, anggota Direksi, Pejabat Eksekutif, Pegawai dan/atau pihak terafiliasi dengan Perseroan. Pencegahan dan mekanisme terkait dengan benturan kepentingan diatur dalam: Anggaran Dasar, *Board Manual*, GCG Code, CoC serta pedoman khusus mengenai konflik kepentingan.

Prinsip dasar dari Benturan kepentingan adalah Seluruh Insan Elnusa yang karena jabatannya, apabila menemui potensi atau kondisi/situasi Konflik Kepentingan DILARANG meneruskan kegiatan/ melaksanakan kewajiban terkait jabatannya tersebut.

Implementasi atas pelaksanaan ketentuan terkait dengan benturan kepentingan adalah sebagai berikut:

1. Mencantumkan ketentuan terkait konflik kepentingan sebagai bagian dari *Code of Conduct* Perusahaan.
2. Menyampaikan informasi terkait ketentuan ini dalam sosialisasi kepada seluruh pekerja maupun pihak ketiga secara reguler.
3. Anggota Dewan Komisaris dan Direksi wajib menyampaikan daftar khusus dan daftar hubungan afiliasi untuk dipublikasikan dalam laporan tahunan dan *website* Perseroan.
4. Jika terjadi kondisi Konflik Kepentingan, yang tidak terdapat/tidak diatur dalam ketentuan ini maka Insan Elnusa wajib membuat Surat Pernyataan Konflik Kepentingan terhadap kondisi tersebut disertai dengan penjelasan yang disampaikan kepada atasan langsung atau pimpinan tertinggi setempat dan pihak ketiga apabila diperlukan.

Conflict of interest is a conflict between the economic interests of the Company and personal economic interests, owners, members of the Board of Commissioners, members of the Board of Directors, Executive Officers, Employees and/or affiliated parties with the Company. Prevention and mechanisms related to conflicts of interest are regulated in: Articles of Association, Board Manual, GCG Code, CoC as well as specific guidelines regarding conflicts of interest.

The basic principle of a Conflict of Interest is that all Elnusa Individuals who due to their position, if they encounter potential or condition/situation of Conflict of Interest are PROHIBITED from continuing/carrying out obligations related to their position.

The implementation of the provisions related to conflicts of interest are as follows:

1. Include provisions related to conflicts of interest as part of the Company's Code of Conduct.
2. Convey information related to this provision in the socialization to all workers and third parties on a regular basis.
3. Members of the Board of Commissioners and Directors must submit a special list and list of affiliation relationships to be published in the annual report and the Company's website.
4. In the event of a Conflict of Interest condition, which is not/is not regulated in this provision, Elnusa's People shall make a Declaration of Conflict of Interest regarding these conditions accompanied by an explanation to be conveyed to the direct supervisor or local supreme leader and third parties if necessary.

Apabila terjadi situasi konflik kepentingan, maka Insan Elnusa wajib melaporkan hal tersebut melalui:

1. Atasan Langsung  
Pelaporan melalui atasan langsung dilakukan apabila pelapor adalah Insan Elnusa yang terlibat atau memiliki potensi untuk terlibat secara langsung dalam situasi konflik kepentingan. Pelaporan dilaksanakan dengan menyampaikan Surat Pernyataan Konflik Kepentingan.
2. Sistem Pelaporan Pelanggaran (*Whistleblowing System*)  
Pelaporan melalui Sistem Pelaporan Pelanggaran (*Whistleblowing System*) dilakukan apabila pelapor adalah Insan Elnusa atau pihak-pihak lainnya (Pelanggan, Mitra Kerja dan Masyarakat) yang tidak memiliki keterlibatan secara langsung, namun mengetahui adanya atau potensi adanya konflik kepentingan di Perusahaan. Pelaporan melalui Sistem Pelaporan Pelanggaran (*Whistleblowing System*) dilaksanakan sesuai dengan mekanisme dan syarat-syarat yang tercantum di dalam pedoman Sistem Pelaporan Pelanggaran (*Whistleblowing System*).

Setiap Insan Elnusa yang terbukti melakukan tindakan Konflik Kepentingan akan ditindaklanjuti berdasarkan peraturan dan ketentuan yang berlaku di Perusahaan.

Pada 2020, tidak terjadi peristiwa terkait benturan kepentingan yang dilakukan oleh Dewan Komisaris dan Direksi Perseroan.

If there is a conflict of interest situation, then Elnusa's People must report the matter through:

1. Direct Supervisor  
Reporting through direct supervisors is done if the reporter is an Elnusa Individual who is involved or has the potential to be directly involved in a conflict of interest situation. Reporting is carried out by submitting a Conflict of Interest Statement.
2. Whistleblowing System  
Reporting through the Whistleblowing System is done if the reporter is an Elnusa Individual or other parties (Customers, Work Partners and the Community) who do not have direct involvement, but are aware of the existence or potential of the existence conflict of interest in the Company. Reporting through the Whistleblowing System is carried out in accordance with the mechanisms and requirements listed in the Whistleblowing System guidelines.

Every Elnusa Individual who is proven to have committed a Conflict of Interest will be followed up based on the rules and regulations applicable in the Company.

In 2020, there was no event related to conflicts of interest by the Company's Board of Commissioners and Directors.



## WHISTLEBLOWING SYSTEM

### WHISTLEBLOWING SYSTEM

Sebagai upaya untuk mendukung penerapan tata kelola perusahaan yang baik, Perseroan mengimplementasikan Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS) dalam rangka mencegah terjadinya tindak kecurangan dengan melaporkan kejadian perilaku pelanggaran serta mendorong budaya kejujuran dan keterbukaan. Penerapan WBS bermanfaat untuk pengembangan sistem pelaporan pelanggaran yang terkelola dengan baik, yang dapat menjadi fondasi bagi Perseroan untuk merancang evaluasi dan tindak lanjut yang diperlukan. WBS juga menjadi bagian dari mekanisme deteksi dini (*early warning system*) atas kemungkinan terjadinya masalah akibat sebuah pelanggaran. Bagi pelapor, WBS memberikan jaminan perlindungan dan kerahasiaan identitas.

#### PENETAPAN PEDOMAN SISTEM PELAPORAN PELANGGARAN ELNUSA

Sistem pelaporan pelanggaran/*Whistleblowing System* (WBS) Perseroan adalah sistem yang mengelola pengaduan atas pelanggaran dan atau penyimpangan kode etik, hukum, standar prosedur, kebijakan manajemen serta aturan lainnya yang dipandang perlu, di mana dapat merugikan dan/atau membahayakan Perseroan seperti kerugian finansial, lingkungan, kondisi kerja, reputasi organisasi, pemangku kepentingan dan lainnya.

Informasi yang diperoleh dari WBS akan ditindaklanjuti baik dengan penerapan sanksi yang tegas dan konsisten agar dapat menimbulkan efek jera bagi pelaku pelanggaran maupun bagi mereka yang berniat melakukan hal sama dan dapat menjadi masukan untuk perbaikan sistem bagi Perusahaan ke depannya.

#### MEKANISME PENYAMPAIAN PELAPORAN

Perseroan telah menyediakan berbagai media untuk mengakomodir para pemangku kepentingan dalam menyampaikan laporannya jika diduga telah terjadi pelanggaran yang dilakukan oleh karyawan Perseroan dengan mekanisme sebagai berikut:

1. Website Perseroan : *Whistleblower System Center* (<https://whistleblower.elnusa.co.id/>)
2. Telepon: 021.78830850 ext 1623
3. Menyampaikan surat resmi kepada:  
PT Elnusa Tbk up. Tim WBS  
Graha Elnusa Lantai 16, Jl. TB Simatupang Kav. 1B, Cilandak, Jakarta Selatan

In an effort to support the implementation of good corporate governance, the Company implements a Whistleblowing System (WBS) in order to prevent fraud by reporting incidents of violation behavior and fostering a culture of honesty and openness. The application of WBS is beneficial for the development of a well-managed violation reporting system, which can be the foundation for the Company to design the necessary evaluations and follow-up. WBS is also part of the early warning system for possible problems caused by a violation. For reporters, WBS provides guaranteed protection and confidentiality of identity.

#### ESTABLISHMENT OF ELNUSA VIOLATION REPORTING SYSTEM GUIDELINES

Violation reporting system/*Whistleblowing System* (WBS) of the Company is a system that manages complaints of violations and or deviations of code of ethics, law, standard procedures, management policies and other rules deemed necessary, which can harm and/or endanger the Company such as financial losses, the environment, working conditions, organizational reputation, stakeholders and others.

Information obtained from WBS will be followed up with the imposition of strict and consistent sanctions in order to have a deterrent effect for violators and for those who intend to do the same and can be input for improving the system for the Company going forward.

#### REPORT SUBMISSION MECHANISM

The Company has provided various media to accommodate stakeholders in submitting their reports if a violation is committed by the Company's employees with the following mechanism:

1. Company Website: *Whistleblower System Center* (<https://whistleblower.elnusa.co.id/>)
2. Telephone: 021.78830850 ext 1623
3. Delivering an official letter to:  
PT Elnusa Tbk up. WBS Team  
Graha Elnusa Lantai 16, Jl. TB Simatupang Kav. 1B, Cilandak, South Jakarta

Berikut ini adalah ketentuan pelapor:

1. Pelaporan dapat dilakukan secara anonim maupun dilengkapi dengan identitas pelapor dengan memberikan rekomendasi atau bukti awal dugaan sementara praktik pelanggaran.
2. Pelapor dapat membatasi identifikasi mengenai identitas yang bersangkutan dengan tetap menyertakan bukti yang berkaitan dengan dugaan sementara praktik pelanggaran.
3. Tidak ada hukuman yang dijatuhkan kepada pihak pelapor jika pelanggaran tersebut terbukti benar terjadi. Apabila yang bersangkutan juga terlibat dalam pelanggaran, laporan yang disampaikan dapat dipertimbangkan untuk mengurangi/meniadakan hukuman.
4. Kerahasiaan pelapor akan dijaga kecuali apabila pengungkapan tersebut diperlukan dalam kaitan dengan penyelidikan yang dilakukan oleh pihak yang berwenang atau diperlukan untuk mempertahankan posisi Perusahaan di depan hukum.
5. Mekanisme di atas tidak dimaksudkan untuk menyampaikan keluhan pribadi.

### **PENGELOLAAN PELAPORAN PELANGGARAN**

Sistem pelaporan pelanggaran Perseroan dikelola oleh fungsi Corporate Secretary dan legal & Compliance selaku Pengelola WBS dengan mekanisme sebagai berikut:

1. Pengelola WBS menerima laporan pelanggaran dan melakukan verifikasi atas laporan yang masuk.
2. Pengelola WBS akan menentukan apakah masih diperlukan informasi atau bukti tambahan lebih lanjut.
3. Laporan yang telah diverifikasi selanjutnya diserahkan kepada FUKAPEG.

### **PENANGANAN PELAPORAN**

1. FUKAPEG melalui fungsi Internal Audit akan melakukan investigasi atas laporan pengaduan yang telah diverifikasi oleh Pengelola WBS.
2. Jika pengaduan tidak terbukti benar, maka tidak dilakukan proses lebih lanjut.
3. Apabila laporan atas pelanggaran valid dan telah terbukti, maka Dewan Etika & GCG akan memberikan laporan serta rekomendasi kepada pihak yang berwenang (manajemen terkait atasan Terlapor untuk melaksanakan tindakan koreksi.

The following are the conditions of the reporter:

1. Reporting can be done anonymously or supplemented with the identity of the reporter by providing recommendations or preliminary evidence of provisional allegations of violation practices.
2. The whistleblower can limit identification regarding the identity of the person concerned by continuing to include evidence relating to the alleged temporary violation practice.
3. No penalty is given to the whistleblower if the violation is proven to occur. If the person involved is also involved in the violation, the report submitted can be considered to reduce/eliminate the penalty.
4. Confidentiality of the whistleblower will be maintained unless the disclosure is required in connection with an investigation conducted by an authorized party or is needed to maintain the Company's position before the law.
5. The above mechanism is not intended to convey personal complaints.

### **MANAGEMENT OF VIOLATION REPORTS**

The Company's violation reporting system is managed by the Corporate Secretary function as Management of WBS with the following mechanism:

1. The WBS manager receives reports of violations and verifies the incoming reports.
2. The WBS manager will determine whether further information or additional evidence is needed.
3. The verified report is then submitted to the FUKAPEG.

### **REPORT HANDLING**

1. FUKAPEG will investigate the complaint report that has been verified by the WBS Manager.
2. If the complaint is not proven to be true, then no further process is carried out.
3. If the report on a violation is valid and has been proven, the Ethics & GCG Board will provide a report and recommendation to the appropriate authorities (management related to the Reported Party's superior to carry out corrective actions.

## PERLINDUNGAN PELAPOR

1. Pelapor dapat dilakukan secara anonim maupun dilengkapi dengan identitas pelapor dengan memberikan rekomendasi atau bukti awal dugaan sementara praktik pelanggaran.
2. Pelapor dapat membatasi identifikasi mengenai identitas yang bersangkutan dengan tetap menyertakan bukti yang berkaitan dengan dugaan sementara praktik pelanggaran.
3. Tidak ada hukuman yang dijatuhkan kepada pihak pelapor jika pelanggaran tersebut terbukti benar terjadi. Apabila yang bersangkutan juga terlibat dalam pelanggaran, laporan yang disampaikan dapat dipertimbangkan untuk mengurangi/meniadakan hukuman.
4. Kerahasiaan pelapor akan dijaga kecuali apabila pengungkapan tersebut diperlukan dalam kaitan dengan penyelidikan yang dilakukan oleh pihak yang berwenang atau diperlukan untuk mempertahankan posisi Perusahaan di depan hukum.

## SANKSI ATAS PELANGGARAN

1. Sanksi terdiri dari dua jenis, yaitu sanksi moral dan sanksi administratif.
2. Bentuk sanksi moral meliputi:
  - a. Diumumkan secara terbuka;
  - b. Meminta maaf secara terbatas dan/atau terbuka;
  - c. Mengundurkan diri dari jabatannya.
3. Bentuk sanksi administratif adalah sebagaimana ditetapkan dalam Kebijakan *Human Resources Management* dan Peraturan Perusahaan yang berlaku.
4. Jika terdapat indikasi pelanggaran pidana, akan diteruskan sesuai dengan ketentuan hukum yang berlaku.

## PELAPORAN PELANGGARAN TAHUN 2020 DAN TINDAK LANJUT

Sepanjang tahun 2020, terdapat 12 pengaduan pelanggaran yang masuk atau diterima Perseroan melalui kanal WBS, dan 3 laporan pengaduan tersebut telah selesai dilakukan proses investigasi.

## REPORTER PROTECTION

1. Reporting can be done anonymously or complemented by the identity of the reporter by providing recommendations or preliminary evidence of provisional allegations of violation practices.
2. The whistleblower can limit identification regarding the identity of the person concerned by continuing to include evidence relating to the alleged temporary violation practice.
3. No penalty is given to the reporting party if the violation is proven to occur. If the person involved is also involved in the violation, the report submitted can be considered to reduce/eliminate the penalty.
4. Confidentiality of the whistleblower will be maintained unless the disclosure is required in connection with an investigation conducted by an authorized party or is needed to maintain the Company's position before the law.

## SANCTIONS FOR VIOLATIONS

1. Sanctions are of two types, namely moral sanctions and administrative sanctions.
2. Forms of moral sanctions include:
  - a. Announced publicly;
  - b. Apologize in a limited and/or open manner;
  - c. Resign from his position.
3. The form of administrative sanctions is as stipulated in the Human Resources Management Policy and applicable Company Regulations.
4. If there are indications of criminal violations, will be continued in accordance with applicable legal provisions.

## REPORTED VIOLATIONS IN 2020 AND FOLLOW UP

Throughout 2020, there were 12 complaints about violations that were received or received by the Company through the WBS channe, and the 3 reports have been completed by investigation process.

## KEBIJAKAN PENGADAAN BARANG DAN JASA GOODS AND SERVICES PROCUREMENT POLICY

Dalam rangka menjaga kinerja operasionalnya Perseroan, memberikan perhatian besar kepada seluruh mitra kerja pemasok agar dapat memberikan pelayanan terbaik untuk mendukung seluruh kegiatan operasional Elnusa. Dimulai sejak pendaftaran untuk menjadi mitra kerja Elnusa, Perusahaan menerapkan kriteria khusus guna memilih hanya perusahaan yang berkualitas saja yang dapat bermitra dengan Elnusa.

Setelah mendapatkan informasi yang cukup tentang profil suatu perusahaan yang akan mendaftar sebagai rekanan Elnusa, tim Elnusa melakukan visit kepada perusahaan tersebut guna memastikan legalitas dan kompetensi yang dimiliki sesuai dengan standard yang dibutuhkan. Selain itu, juga memastikan fasilitas penunjang yang dimiliki apakah sudah sesuai dengan bisnis yang ditawarkan.

Bahwa untuk mendukung program *cost leadership* maka perseoran membuka kerja sama dengan perusahaan yang berminat menjadi pemasok. Termasuk perusahaan pemasok yang berstatus produsen. Perseroan berupaya secara berkesinambungan mengembangkan proses bisnis yang saling menguntungkan, Simbiosis mutualisme.

Sebelum menjadi mitra Elnusa yang melakukan pekerjaan dengan risiko tinggi, perusahaan harus melalui tahapan prakualifikasi *Contractor Safety Management System (CSMS)* & *Contractor Quality Management System (CQMS)* dan memiliki nilai cukup untuk tercatat mendapatkan nomor identifikasi dan menjadi *Approved Vendor List* Elnusa. Prakualifikasi CSMS adalah suatu metode pengukuran bagaimana suatu perusahaan mengelola day to day operasional mereka sesuai dengan prinsip-prinsip Kesehatan dan Keselamatan Kerja (K3) dan memenuhi persyaratan kinerja K3 yang diterapkan oleh Elnusa. Sedangkan Prakualifikasi CQMS adalah suatu metode pengukuran bagaimana suatu perusahaan mengelola *day to day* operasional mereka sesuai dengan prinsip-prinsip kualitas kerja dan memenuhi persyaratan kinerja yang diterapkan oleh Elnusa.

### CSMS FULL CYCLE

Sejalan dengan kajian dan evaluasi yang telah dilakukan oleh Divisi HSSE terkait *compliance* atas ketentuan CSMS Perseroan, pada pertengahan tahun 2020 mulai dilakukan pengetatan kriteria pelaksanaan proses CSMS yang *full cycled* (satu siklus), khususnya untuk kegiatan *high risk level*. Pemenuhan proses CSMS *full cycle* dilakukan untuk

In order to maintain its operational performance, the Company pays great attention to all supplier partners in order to provide the best service to support all of Elnusa's operational activities. Beginning with registration to become an Elnusa partner, the Company applies specific criteria to select only quality companies that can partner with Elnusa.

After getting sufficient information about the profile of a company that will register as an Elnusa partner, the Elnusa team visits the company to ensure that their legality and competence are in accordance with the required standards. In addition, it also ensures that the supporting facilities it has are in accordance with the business offered.

To support cost leadership program the Company open the opportunity to collaborate with the suppliers companies. Including manufacture companies. The Company strives to continuously develop a mutually beneficial business process, Mutualism symbiosis.

Before becoming an Elnusa partner that carries out high-risk work, the company must go through the pre-qualification stages of the Contractor Safety Management System (CSMS) & Contractor Quality Management System (CQMS) and have enough value to be recorded to get an identification number and become an Elnusa Approved Vendor List. CSMS pre-qualification is a method of measuring how a company manages their operational day-to-day in accordance with the principles of Occupational Health and Safety (K3) and meets the OHS performance requirements applied by Elnusa. Whereas the CQMS Prequalification is a method of measuring how a company manages their operational day to day in accordance with the principles of work quality and meets the performance requirements applied by Elnusa.

### CSMS FULL CYCLE

In line with the studies and evaluations that have been carried out by the HSSE Division regarding compliance with the provisions of the Company's CSMS, in mid-2020 the criteria for implementing a full cycled (one cycle) CSMS process began to be tightened, especially for high risk level activities. The fulfillment of the full cycle CSMS process is carried

memastikan para mitra kerja telah menjalankan tahapan proses CSMS secara lengkap satu siklus sebagai bagian dari mitigasi risiko & bahaya dalam mencegah terjadinya accident, yang kerap ditimbulkan dari kinerja HSE mitra kerja yang rendah. Tahapan proses CSMS dimaksud adalah sebagai berikut:

1. *Risk Assessment*  
Memastikan proses Identifikasi Bahaya dan Kaji Risiko (Hazard Identification & Risk Assessment, HIRA) telah dilakukan terhadap setiap tahap pekerjaan yang akan dilakukan, baik yang bersifat jasa ataupun material. Deliverables dari proses HIRA ini berupa penetapan kategori/level risiko dari pekerjaan yang akan dilakukan.
2. *Prakualifikasi*  
Memastikan proses Prakualifikasi sudah diterapkan kepada seluruh mitra kerja sesuai dengan kategori/level risiko pekerjaannya. Deliverables dari proses prakualifikasi ini adalah daftar rekomendasi vendor/mitra kerja terpilih yang memenuhi kriteria HSE (Approved Vendors List)
3. *Pre Job Activity (PJA)*  
Memastikan proses Pre Job Activity (PJA) telah dilaksanakan kepada seluruh mitra kerja sebelum pekerjaan dimulai. Deliverables dari proses PJA ini adalah kesiapan personil, peralatan dan elemen lain yang telah memenuhi standar HSE.
4. *Work in Progress (WIP)*  
Setelah melalui proses pengadaan dan mitra kerja mendapatkan award untuk menjalankan suatu pekerjaan di lingkungan Elnusa, dalam jangka waktu tertentu Elnusa melakukan review atas pekerjaan yang dilakukan perusahaan dengan melihat secara langsung pelaksanaan pekerjaan di lapangan. Review tersebut akan memastikan perusahaan melakukan pekerjaan sesuai prinsip-prinsip kualitas yang sudah ditentukan oleh QCMS dan K3 agar pekerjaan dapat selesai tanpa kecelakaan dan mendapatkan hasil yang sesuai dengan rencana operasional. Pelaksanaan WIP ini dihadiri oleh perwakilan dari Operations, SCM dan CQMS dan HSSE.
5. *Final Evaluation*  
Memastikan proses Penilaian Akhir (Final Evaluation, FE) terhadap mitra kerja telah dipenuhi segera setelah pekerjaan selesai. Deliverables dari proses FE ini adalah penilaian atas kinerja dan kepatuhan HSE mitra kerja dari pekerjaan yang telah dilaksanakan, sebagai rekomendasi kemitraan selanjutnya.

out to ensure that the partners have carried out the complete CSMS process stages one cycle as part of risk & hazard mitigation in preventing accidents, which are often caused by the work partners' low HSE performance. The stages of the CSMS process are as follows:

1. *Risk Assessment*  
Ensure the Hazard Identification and Risk Assessment process (HIRA) has been carried out on every stage of the work to be carried out, either service or material. The deliverables from the HIRA process are in the form of stipulations category/level of risk of the work to be performed.
2. *Prequalification*  
Ensure that the Prequalification process has been applied to all work partners in accordance with category/level of work risk. The deliverables from this prequalification process are listed recommendation of selected vendors/partners who meet the HSE criteria (Approved Vendors List)
3. *Pre Job Activity (PJA)*  
Ensure that the Pre Job Activity (PJA) process has been implemented for all work partners before work begins. Deliverables from this PJA process are the readiness of personnel, equipment and other elements that meet HSE standards.
4. *Work in Progress (WIP)*  
After going through the procurement process and working partners get an award for carrying out a job in the Elnusa environment, within a certain period of time Elnusa reviews the work done by the company by seeing firsthand the implementation of work in the field. This review will ensure that the company does work according to the quality principles that have been determined by QCMS and K3 so that work can be completed without accidents and get results in accordance with the operational plan. The WIP was attended by representatives from Operations, SCM and CQMS and HSSE.
5. *Final Evaluation*  
Ensure that the Final Evaluation (FE) process for work partners has been fulfilled as soon as work is done. Deliverables from the FE process are an assessment of performance and partner HSE compliance of the work that has been carried out, as a recommendation next partnership.

### CONTRACT REVIEW MEETING (CRM)

*Contract Review Meeting* (CRM) dilakukan dengan tujuan melakukan *review* secara *strategic* terhadap kinerja mitra Elnusa dalam memenuhi *Service Level Agreement* (SLA) yang disepakati sesuai kontrak yang sudah didapatkan. CRM dapat dilakukan maksimum per 3 bulan sesuai dengan kompleksitas pekerjaannya, sehingga diharapkan mitra kerja melakukan pekerjaan sesuai prinsip-prinsip kualitas agar pekerjaan dapat selesai tepat waktu dan memberikan kinerja yang optimal sesuai kontrak.

### DEMAND & SUPPLY ANALISYS

Dari waktu ke waktu Elnusa selalu melakukan analisis terhadap demand dan kinerja supply yang terjadi dalam operasionalnya. Analisis tersebut digunakan untuk menentukan kebijakan pengadaan yang tepat untuk semua kebutuhan operasional Elnusa, sehingga tujuan kinerja SCM yang semakin baik, cepat, murah, dan dekat (*better, faster, cheaper, closer*) dapat tercapai.

### LOGISTICS SERVICES

Kegiatan *Logistics Services* secara khusus memiliki peran sebagai bagian dari supply chain management yang merencanakan, mengimplementasikan, dan mengendalikan aliran dan penyimpanan barang dengan efektif dan efisien sejak dari titik asal sampai dengan titik konsumsi untuk memenuhi kebutuhan pelanggan. Kompleksitas kegiatan logistik dimodelkan, dianalisis, divisualisasikan, dan dioptimalkan dengan penggunaan aplikasi Warehouse Management System (WMS) yang didevelop menggunakan kompetensi IT internal dan penggunaan aplikasi Enterprise Resource Planning (ERP) software. Kegiatan logistics yang dilakukan termasuk diantaranya adalah pengelolaan jasa transportasi baik itu ekspor-impor dan pengurusan custom clearance, jasa transportasi (mob/ demob) lokal. Pengelolaan persediaan mulai dari pengelolaan master data material, pengelolaan permintaan, penerimaan, penyimpanan, dan pengeluaran barang. Dan pengelolaan warehouse mulai dari standarisasi spesifikasi, optimalisasi layout dan fasilitas warehouse, kepatuhan terhadap peraturan pemerintah, dan memberikan jaminan kesehatan dan keamanan untuk personil yang bekerja didalamnya. Elnusa juga menerapkan sistem Vendor Managed Inventory (VMI), di mana Perusahaan menyediakan tempat di gudang bagi para mitra kerja untuk dapat mendekatkan stock persediaan mereka ke end user.

### CONTRACT REVIEW MEETING (CRM)

Contract Review Meeting (CRM) is conducted with the aim of conducting a strategic review of the performance of Elnusa's partners in meeting the agreed Service Level Agreement (SLA) in accordance with the contract that has been obtained. CRM can be done a maximum of 3 months in accordance with the complexity of the work, so that partners are expected to do work according to quality principles so that the work can be completed on time and provide optimal performance according to the contract.

### DEMAND & SUPPLY ANALYSIS

From time to time Elnusa always analyzes the demand and supply performance that occurs in its operations. The analysis is used to determine the right procurement policy for all of Elnusa's operational needs, so that SCM performance objectives that are getting better, faster, cheaper, and closer (*better, faster, cheaper, closer*) can be achieved.

### LOGISTICS SERVICES

Logistics Services activities in particular have a role as part of supply chain management that plans, implements, and controls the flow and storage of goods effectively and efficiently from the point of origin to the point of consumption to meet customer needs. The complexity of logistics activities is modeled, analyzed, visualized, and optimized by using the Warehouse Management System (WMS) application which was developed using internal IT competencies and the use of Enterprise Resource Planning (ERP) software applications. The logistics activities carried out include the management of transportation services, both export-import and handling custom clearance, local transportation services (car/demob). Inventory management starts from managing material master data, managing demand, receiving, storing and releasing goods. And warehouse management starts from standardization of specifications, optimization of warehouse layout and facilities, compliance with government regulations, and providing health and security guarantees for personnel who work in it. Elnusa also implements a Vendor Managed Inventory (VMI) system, where the Company provides a place in the warehouse for work partners to be able to bring their inventory stock closer to the end user.

## SCM ONLINE

Salah satu program pengembangan dari SCM adalah sudah dibuatkan sistem terintegrasi dalam satu platform yaitu *SCM Online*. Di mana di dalam *tools* ini semua kegiatan pengadaan barang dan jasa dari awal request sampai closing dapat dilakukan dalam satu pintu saja, yaitu *SCM Online*. *Dashboard* di dalam *SCM online* dapat mengidentifikasi segala kegiatan di dalam SCM.

## VENDOR PERFORMANCE EVALUATION

Mitra Kerja di Elnusa di kelompokkan menjadi 3 segment sesuai dengan kompetensinya yaitu *Strategic* (memiliki kontrak jangka panjang), *Preffered* (biasa digunakan untuk kegiatan operasional) dan *Indirect Operation* (bersifat transaksi tidak rutin atau *one time PO*). Sepanjang perjalanan operasionalnya mitra kerja elnusa selalu dilakukan penilaian atas *performance* kinerja mereka. Pengukuran kinerja dilakukan sejak perusahaan mendapatkan pekerjaan hingga selama menyelesaikan pekerjaan dari Elnusa.

## VENDOR ANNUAL MEETING

Dalam waktu sekali dalam satu tahun seluruh mitra kerja elnusa berkumpul untuk mendapatkan insight dari top management Elnusa mengenai kinerja perusahaan dan strategi bisnis Perusahaan ke depan. Sehingga diharapkan mitra kerja bisa menangkap potensi bisnis tersebut, memberikan pelayanan terbaik, dan bersama elnusa meraih kesuksesan ditahun-tahun mendatang. Pada *event* ini Elnusa juga memberikan *award* kepada mitra kerja yang sudah memberikan kinerja terbaik, sesuai kualifikasi bidang masing-masing. Vendor Annual Meeting diselenggarakan pada 20 Januari 2020. Mengundang 325 Apprived Vendor List dengan jumlah Kehadiran 200 AVL.

## SCM ONLINE

One of the development programs of SCM is that an integrated system has been created in one platform, namely *SCM Online*. Where in this tool all goods and services procurement activities from initial request to closing can be done in one door, namely *SCM Online*. The dashboard in *SCM online* can identify all activities in SCM.

## VENDOR PERFORMANCE EVALUATION

Partners in Elnusa are grouped into 3 segments according to their competencies, namely *Strategic* (having a long-term contract), *Preffered* (commonly used for operational activities) and *Indirect Operations* (non-routine transactions or one time *PO*). Throughout its operational journey, Elnusa's partners are always assessed their performance. Performance measurement is carried out since the company gets a job up to when completing work from Elnusa.

## VENDOR ANNUAL MEETING

Once a year all elnusa partners gather to get insights from Elnusa's top management regarding the company's performance and the Company's business strategy going forward. So it is expected that partners can capture the business potential, provide the best service, and with elnusa achieve success in the coming years. In this event Elnusa also gave awards to partners who had given the best performance, according to the qualifications of their respective fields. The Vendor Annual Meeting will be held on January 20, 2020. Inviting 325 Apprived Vendor Lists with 200 AVL Attendance.

## TRANSPARANSI PRAKTIK REVIEW

### REVIEW PRACTICE TRANSPARENCY

#### LAPORAN ATAS AKTIVITAS PERSEROAN YANG MENCEMARI LINGKUNGAN

Sepanjang tahun 2020, tidak terdapat laporan dari pihak lain atas aktivitas Perseroan yang mencemari lingkungan. Dalam kegiatan operasionalnya, Elnusa senantiasa menjaga komitmennya terhadap lingkungan yang berpedoman pada Analisis Mengenai Dampak Lingkungan (AMDAL).

#### PENGUNGKAPAN PEMENUHAN KEWAJIBAN PERPAJAKAN

##### Publikasi Kepatuhan Pajak

Sebagai salah satu perwujudan tata kelola perusahaan yang baik, Elnusa mengelola hak dan kewajiban perpajakan secara patuh, transparan dan akuntabel sesuai dengan peraturan perundang-undangan perpajakan yang berlaku. Pada periode 2019, tidak terdapat ketidakpatuhan Elnusa dalam kewajiban membayar pajak.

##### Publikasi Pembayaran Pajak

Sebagai Perusahaan yang patuh terhadap semua peraturan yang berlaku, Perseroan telah melakukan pemenuhan terkait kewajiban dalam membayar pajak yang merupakan salah satu bentuk kontribusi Perseroan kepada negara. Pembayaran pajak oleh Perseroan pada tahun 2020 tercatat sebesar Rp1.941.141.205.200,00. Adapun rincian kewajiban Perusahaan terkait kewajiban perpajakan di tahun 2019 dan 2020, adalah sebagai berikut

(dalam satuan rupiah penuh)  
(in full rupiah units)

Type of Taxes	2019	2020	Keterangan Description
Profit Taxes	162.590.474.894	172.884.985.591	PPH Badan Corporate Income Tax
Property Taxes	78.434.988.626	79.130.417.027	PBB, PKB, BM, PBB-KB, Pajak Reklame, Pajak Air Tanah PBB, PKB, BM, PBB-KB, advertisement tax, ground water tax
People Taxes	15.338.562.958	16.082.304.114	BPJS – Perusahaan BPJS - Company
Product Taxes	630.089.022.625	602.163.926.786	PPN Masukan Input VAT
Planet Taxes	-	-	Pajak Lingkungan Environmental Tax

#### REPORT ON THE COMPANY'S ACTIVITIES THAT POLLUTE THE ENVIRONMENT

During 2020, there was no reports from other parties regarding the Company's activities that pollute the environment. In its operational activities, Elnusa always maintains its commitment to the environment which is guided by the Environmental Impact Analysis (AMDAL).

#### DISCLOSURE ON FULFILLMENT OF TAX OBLIGATIONS

##### Publication of Tax Compliance

As one of the manifestations of good corporate governance, Elnusa manages tax rights and obligations in a compliant, transparent and accountable manner in accordance with applicable tax laws and regulations. In 2019, there was no Elnusa non-compliance with tax obligations.

##### Publication of Tax Payment

As a company that complies with all applicable regulations, the Company has fulfilled its obligations to pay taxes, which is one form of the Company's contribution to the state. Tax payments by the Company in 2020 were recorded at Rp1,941,141,205,200.00. The details of the Company's obligations regarding tax obligations in 2019 and 2020 are as follows:



Type of Taxes	2019	2020	Keterangan Description
Total Taxes Borne	886.453.049.102	870.261.633.518	
Profit Taxes	91.450.387.335	85.309.091.796	PPh Potong Pungut Withholding Income Tax
Property Taxes	-	-	-
People Taxes	109.414.225.647	102.653.511.891	PPh Karyawan, BPJS – Karyawan Employee Income Tax, BPJS - Employees
Product Taxes	857.645.591.282	882.916.967.995	PPN Keluaran Output VAT
Planet Taxes	-	-	Pajak Lingkungan Environmental Tax
Total Taxes Collected	1.058.510.204.264	1.070.879.571.682	
Total Tax Contributions	1.944.963.253.366	1.941.141.205.200	

### KETIDAKSESUAIAN PENYAJIAN LAPORAN TAHUNAN DAN LAPORAN KEUANGAN DENGAN PERATURAN YANG BERLAKU DAN STANDAR AKUNTANSI KEUANGAN (SAK)

Seluruh penyajian informasi dalam Laporan Tahunan ini, khususnya terkait kinerja keuangan dan hal-hal lainnya, mengacu pada Laporan Keuangan untuk tahun-tahun yang berakhir 31 Desember 2019 dan 31 Desember 2020 yang telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkoro & Surja Penyajian, dan pengungkapan laporan keuangan konsolidasian Perseroan disusun dan disajikan sesuai Standar Akuntansi Keuangan di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan (PSAK), yang diterbitkan oleh Ikatan Akuntan Indonesia (IAI) dan Peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) No. VIII.G.7 tentang Pedoman Penyajian Laporan Keuangan, dengan Surat Keputusan Ketua Bapepam-LK No. KEP-347/BL/2012 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik.

### KASUS TERKAIT DENGAN BURUH DAN KARYAWAN

Sepanjang tahun 2020, tidak terdapat kasus yang bersifat material dengan karyawan maupun Serikat Pekerja Perusahaan.

### DISCREPANCY IN PRESENTATION OF ANNUAL REPORTS AND FINANCIAL STATEMENTS WITH APPLICABLE REGULATIONS AND FINANCIAL ACCOUNTING STANDARDS (SAK)

All information presented in this Annual Report, specifically related to financial performance and other matters, refers to the Financial Statements for the years ended December 31, 2019 and December 31, 2020 which have been audited by the Public Accountant Office Purwantono, Sungkoro & Surja Presentation and disclosure of the Company's consolidated financial statements prepared and presented in accordance with Indonesian Financial Accounting Standards, the Statement of Financial Accounting Standards (PSAK), issued by the Indonesian Institute of Accountants (IAI) and Capital Market and Financial Institution Supervisory Agency Regulation (Bapepam-LK) No. VIII.G.7 concerning Guidelines for the Presentation of Financial Statements, by Decree of the Chairman of Bapepam-LK No. KEP-347/BL/2012 concerning Presentation and Disclosure of Financial Statements of Issuers or Public Companies.

### CASES REGARDING LABOR AND EMPLOYEES

Throughout 2020, there were no material cases with employees or the Company Workers Union.

## **PENGUNGKAPAN SEGMENT OPERASI PADA LAPORAN KEUANGAN**

Sebagaimana yang tercantum dalam PSAK No. 5 (Penyesuaian 2015) tentang Segmen Operasi dan untuk kepentingan manajemen, Perseroan telah menyajikannya menurut pengelompokan (segmen) jenis usaha sebagai bentuk pelaporan segmen primer dan segmen sekunder, seperti yang telah disampaikan dalam Laporan Keuangan Teraudit tahun 2020 catatan 34.

## **KESESUAIAN BUKU LAPORAN TAHUNAN DAN LAPORAN TAHUNAN DIGITAL**

Laporan Tahunan digital Perseroan baik yang disampaikan kepada pemegang saham, pemangku kepentingan, maupun yang telah diunggah pada situs web resmi Perseroan telah sesuai dengan buku Laporan Tahunan yang dicetak dan diterbitkan oleh Perseroan.

## **DISCLOSURE OF OPERATING SEGMENTS IN FINANCIAL STATEMENTS**

As stated in PSAK No. 5 (2015 Adaptation) concerning Operating Segments and for the benefit of management, the Company has presented them according to the classification of business types as a form of primary segment and secondary segment reporting, as presented in the 2020 Audited Financial Statements notes 34.

## **SUITABILITY OF ANNUAL REPORT AND DIGITAL ANNUAL REPORT**

The Company's digital Annual Reports, both submitted to shareholders, stakeholders, as well as those uploaded on the official website of the Company are in accordance with the Annual Report book that is printed and published by the Company.

## KESESUAIAN PENERAPAN TATA KELOLA PERUSAHAAN TERHADAP ASEAN CORPORATE GOVERNANCE SCORECARD (ACGS)

CONFORMITY OF THE IMPLEMENTATION OF CORPORATE GOVERNANCE TO THE ASEAN  
CORPORATE GOVERNANCE SCORECARD (ACGS)



*ASEAN CG Scorecard* adalah suatu alat kuantitatif untuk mengukur kepatuhan perusahaan-perusahaan terbuka di ASEAN terhadap pedoman *corporate governance* menurut praktik-praktik keteladanan berbasis standar-standar internasional, khususnya prinsip-prinsip *corporate governance* yang dikeluarkan oleh *the Organization for Economic Cooperation and Development (OECD)* yang diungkapkan sebagai berikut:

1. Hak-Hak Para Pemegang Saham
2. Perlakuan yang Setara terhadap Para Pemegang Saham
3. Peran Para Pemangku Kepentingan
4. Pengungkapan dan Transparansi
5. Tanggung Jawab Dewan

The *ASEAN CG Scorecard* is a quantitative tool to measure the compliance of public companies in ASEAN to corporate governance guidelines according to exemplary practices based on international standards, specifically the principles of corporate governance issued by the *Organization for Economic Cooperation and Development (OECD)* which is disclosed as follows:

1. Rights of Shareholders
2. Equal Treatment of Shareholders
3. The Role of Stakeholders
4. Disclosure And Transparency
5. Board Responsibilities

Dalam rangka memperkuat prinsip-prinsip GCG yang terdapat dalam standard *ASEAN CG Scorecard*, perusahaan berinisiatif membangun upaya-upaya perbaikan terhadap kinerja tingkat kepatuhannya secara terukur dan terencana. Oleh karena itu, perusahaan memandang perlunya suatu referensi yang dapat digunakan sebagai acuan dalam mempersiapkan strategi yang efektif dalam rangka melakukan upaya perbaikan terhadap kinerja praktik GCG ke depan.

Atas dasar tersebut, perusahaan memandang penting agar dilakukan penilaian rutin terhadap praktik GCG perusahaan berdasarkan standard Internasional yang diadopsi dari prinsip-prinsip *corporate governance* yang dikeluarkan oleh *the Organization for Economic Cooperation and Development (OECD)*, dan tertuang dalam prinsip-prinsip GCG yang diatur dalam *ASEAN CG Scorecard*.

Selanjutnya, hasil penilaian rutin terhadap praktik GCG tersebut diharapkan dapat memberikan informasi kepada perusahaan mengenai trend perbaikan kinerja tingkat kepatuhan yang telah dicapai perusahaan dibandingkan dengan kinerja yang telah dilakukan perusahaan pada tahun-tahun sebelumnya, sehingga untuk ke depannya dapat diketahui mengenai langkah-langkah atau upaya apa saja yang masih harus diperbaiki lagi oleh perusahaan agar kinerja tingkat kepatuhannya dapat lebih dioptimalkan lagi pencapaiannya.

Untuk terus mempertahankan dan utamanya meningkatkan penerapan prinsip GCG, Perseroan telah membuat referensi silang terhadap penilaian ACGS untuk mempermudah perolehan data, sebagai berikut:

In order to strengthen the principles of good corporate governance contained in the ASEAN CG Scorecard standard, the company took the initiative to develop efforts to improve the level of compliance performance in a measured and planned manner. Therefore, the company sees the need for a reference that can be used as a reference in preparing an effective strategy in order to make improvements to the performance of GCG practices going forward.

On this basis, the company deems it necessary to conduct a routine assessment of corporate GCG practices based on international standards adopted from the principles of corporate governance issued by the Organization for Economic Cooperation and Development (OECD), and contained in the GCG principles set out in ASEAN CG Scorecard.

Furthermore, the results of the routine assessment of the GCG practices are expected to provide information to the company regarding the trend of improvement in the level of compliance performance that the company has achieved compared to the performance that the company has done in previous years, so that in the future it can be known what steps or efforts alone that still needs to be improved by the company so that its compliance level performance can be further optimized.

To continue to maintain and primarily improve the application of GCG principles, the Company has made cross references to the ACGS assessment to facilitate data acquisition, as follows:

## Prinsip A: Hak-Hak Pemegang Saham

## Principle A: Rights of Shareholders

SKOR CG UNTUK PRINSIP RIGHTS OF SHAREHOLDERS  
CG SCORE FOR RIGHTS OF SHAREHOLDERS PRINCIPLE

No.	Parameter Penentu Defining Parameter	Jumlah Kepatuhan terhadap Pertanyaan pada tiap Parameter Number of Compliance with Questions in each Parameter	Jumlah Pertanyaan Number of Questions	Skor per Komponen Score per Component
1.	Hak Dasar Pemegang Saham Rights of Shareholders	1	1	100%
2	Hak berpartisipasi dalam keputusan-keputusan terkait perubahan-perubahan mendasar korporasi. The right to participate in decisions related to fundamental corporate changes.	3	3	100%
3	Hak untuk berpartisipasi secara efektif dan menggunakan suara dalam RUPS serta hak untuk mendapatkan informasi mengenai aturan-aturan yang berlaku dalam RUPS (termasuk prosedur <i>voting</i> ). The right to participate effectively and vote in the GMS and the right to obtain information about the rules that apply in the GMS (including voting procedures).	14	15	100%
4	Pasar untuk pengendalian/kontrol perusahaan seharusnya dimungkinkan berfungsi dengan cara yang efisien dan transparan. The market for corporate control should be enabled to function in an efficient and transparent manner.	1	1	100%
5	Pelaksanaan hak kepemilikan pemegang saham, termasuk investor institusi difasilitasi perusahaan. The exercise of shareholder ownership rights, including institutional investors, is facilitated by the company.	0	1	0%
<b>TOTAL PERTANYAAN YANG COMPLY DENGAN PRINSIP RIGHTS OF SHAREHOLDERS</b> TOTAL QUESTIONS THAT COMPLIED WITH THE PRINCIPLE OF RIGHTS OF SHAREHOLDERS		<b>19</b>	<b>21</b>	<b>90,48%</b>

**Prinsip B: Perlakuan Setara terhadap Pemegang Saham**
**Principle B: Equitable Treatment of Shareholders**
**SKOR CG UNTUK PRINSIP EQUITABLE TREATMENT OF SHAREHOLDERS**  
 CG SCORE FOR EQUITABLE TREATMENT OF SHAREHOLDERS PRINCIPLE

No.	Parameter Penentu Defining Parameter	Jumlah Kepatuhan terhadap Pertanyaan pada tiap Parameter Number of Compliance with Questions in each Parameter	Jumlah Pertanyaan Number of Questions	Skor per Komponen Score per Component
1.	Kepemilikan Saham dan Hak Suara Share Ownership and Voting Rights	1	1	100%
2.	Panggilan RUPST Summons for AGMS	2	5	40%
3.	Perdagangan orang dalam dan <i>self-dealing</i> abusif seharusnya dilarang Insider trading and abusive self-dealing should be prohibited	2	2	100%
4.	Transaksi pihak berelasi yang dilakukan oleh anggota Dewan komisaris & Direksi Related party transactions conducted by members of the Board of Commissioners & Directors	3	4	75%
5	Perlindungan kepada para pemegang saham minoritas dari tindakan-tindakan abusif Protection of minority shareholders from abusive actions	1	2	50%
<b>TOTAL PERTANYAAN YANG COMPLY DENGAN PRINSIP EQUITABLE TREATMENT OF SHAREHOLDERS</b>		<b>9</b>	<b>14</b>	<b>64,30%</b>

\* Terdapat 1 item penilaian/pertanyaan yang tidak dinilai (N/A), sehingga jumlah item pertanyaan pada prinsip B bagian ke 1 terkait dengan Kepemilikan Saham dan Hak Suara yang dihitung hanya 1 pertanyaan saja dari sebelumnya 2 pertanyaan.

\* There is 1 item of assessment/question that is not rated (N/A), so the number of question items in principle B part 1 related to Share Ownership and Voting Rights is counted only 1 question from the previous 2 questions.

## Prinsip C: Peran Pemangku Kepentingan

## Principle C: Roles of Shareholders

**SKOR CG UNTUK PRINSIP ROLE OF STAKEHOLDERS**  
 CG SCORE FOR ROLE OF STAKEHOLDERS PRINCIPLE

No.	Parameter Penentu Defining Parameter	Jumlah Kepatuhan terhadap Pertanyaan pada tiap Parameter Number of Compliance with Questions in each Parameter	Jumlah Pertanyaan Number of Questions	Skor per Komponen Score per Component
1.	Hak-Hak Para Pemangku Kepentingan yang ditetapkan oleh UU atau lewat kesepakatan bersama seharusnya dihormati. The rights of the stakeholders determined by law or by mutual agreement should be respected.	7	7	100%
2.	Para pemangku kepentingan seharusnya memiliki peluang untuk mendapatkan ganti rugi efektif untuk pelanggaran- pelanggaran atas hak-hak mereka. Stakeholders should have the opportunity to obtain effective compensation for violations of their rights.	1	1	100%
3.	Mekanisme-mekanisme meningkatkan kinerja untuk partisipasi karyawan seharusnya dimungkinkan berkembang. Mechanisms for improving performance for employee participation should be possible to develop.	2	3	66,67%
4.	Para pemangku kepentingan, termasuk karyawan individu dan badan-badan perwakilan mereka, seharusnya dapat secara bebas mengkomunikasikan keprihatinan mereka kepada dewan atas praktik-pratik melanggar hukum dan tidak etis dan hak-hak mereka melakukan ini seharusnya dilindungi. Stakeholders, including individual employees and their representative bodies, should be able to freely communicate their concerns to the board over unethical and unethical practices and their rights to do this should be protected.	2	2	100%
<b>TOTAL PERTANYAAN YANG COMPLY DENGAN PRINSIP ROLE OF STAKEHOLDERS</b>		<b>12</b>	<b>13</b>	<b>92,31%</b>
<b>TOTAL QUESTIONS THAT COMPLIED WITH THE PRINCIPLE OF ROLE OF STAKEHOLDERS</b>				

**Prinsip D: Pengungkapan dan Transparansi**
**Principle D: Disclosure and Transparency**
**SKOR CG UNTUK PRINSIP DISCLOSURE AND TRANSPARENCY**  
**CG SCORE FOR DISCLOSURE AND TRANSPARENCY PRINCIPLE**

No.	Parameter Penentu Defining Parameter	Jumlah Kepatuhan pada tiap Parameter Number of Compliance with Questions in each Parameter	Jumlah Pertanyaan Number of Questions	Skor per Komponen Score per Component
1.	Transparansi Struktur kepemilikan Transparency in ownership structure	5	5	100%
2.	Kualitas Laporan Tahunan Annual Report Quality	7	8	88%
3.	Pengungkapan atas Transaksi Hubungan Istimewa Disclosure of Special Relationship Transactions	1	2	50%
4.	Pengungkapan atas transaksi saham perusahaan yang dilakukan oleh para anggota Direksi atau Dewan Komisaris Disclosure of company stock transactions conducted by members of the Board of Directors or Board of Commissioners	1	1	100%
5.	Eksternal Auditor dan Laporan Auditor External Auditors and Auditor Reports	2	2	100%
6.	Media Komunikasi Perusahaan Corporate Communication Media	4	4	100%
7.	Penyampaian informasi laporan keuangan atau laporan tahunan secara tepat waktu Submitting information on financial statements or annual reports in a timely manner	3	3	100%
8.	Website Perusahaan Company Website	5	6	83,33%
9.	Keberadaan Investor Relations dalam Perusahaan Existence of Investor Relations in the Company	1	1	100%
<b>TOTAL PERTANYAAN YANG COMPLY DENGAN PRINSIP DISCLOSURE AND TRANSPARENCY</b>				
<b>TOTAL QUESTIONS THAT COMPLIED WITH THE PRINCIPLE OF DISCLOSURE AND TRANSPARENCY</b>		<b>29</b>	<b>32</b>	<b>90,60%</b>



## Prinsip E: Tanggung Jawab Dewan Komisaris

## Principle E: Responsibilities of the Board of Commissioners

## SKOR CG UNTUK PRINSIP RESPONSIBILITIES OF THE BOARD

## CG SCORE FOR THE RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS PRINCIPLE

No.	Indikator/Parameter Penentu Defining Parameter	Jumlah Kepatuhan terhadap Pertanyaan pada tiap Parameter Number of Compliance with Questions in each Parameter	Jumlah Pertanyaan Number of Questions	Skor per Komponen Score per Component
1.	Tugas dan Tanggung Jawab Direksi dan Dewan Komisaris Duties and Responsibilities of Directors and Board of Commissioners	5	6	83,33%
2.	Struktur Dewan Komisaris Board of Commissioners Structure	20	24	83,33%
3.	Proses Dewan Komisaris Board of Commissioners Process	15	22	68,20%
4.	Individu dalam Susunan Dewan Komisaris Individuals in the Composition of the Board of Commissioners	3	6	50%
5.	Kinerja Dewan Komisaris Board of Commissioners' Performance	7	7	100%
<b>TOTAL PERTANYAAN YANG COMPLY DENGAN PRINSIP RESPONSIBILITY OF THE BOARD OF COMMISSIONERS</b> TOTAL QUESTIONS THAT COMPLIED WITH THE PRINCIPLE OF RESPONSIBILITY OF BOARD OF COMMISSIONERS		<b>50</b>	<b>65</b>	<b>76,90%</b>



## // 06

# TANGGUNG JAWAB SOSIAL PERUSAHAAN

## CORPORATE SOCIAL RESPONSIBILITY



Komitmen Perseroan untuk berperan dan berupaya penuh memaksimalkan dampak positif dan meminimalkan dampak negatif dari setiap aktivitas operasionalnya. Di masa pandemi Covid-19 ini dengan tetap mematuhi protokol Kesehatan yang ketat, Elnusa tetap mendukung penuh pembangunan berkelanjutan guna meningkatkan kualitas kehidupan dan lingkungan yang bermanfaat, baik bagi Perseroan sendiri, komunitas setempat, maupun masyarakat pada umumnya.

The Company's commitment to contribute and strive to maximize the positive impact and minimize the negative impact of each of its operational activities. During the Covid-19 pandemic by adhering to strict health protocols, Elnusa continues to fully support sustainable development to improve the quality of life and a beneficial environment, both for the Company, the local community, and society in general.





## TATA KELOLA TANGGUNG JAWAB SOSIAL PERUSAHAAN

### GOVERNANCE OF CORPORATE SOCIAL RESPONSIBILITY

Konsep pembangunan berkelanjutan yang telah berkembang di berbagai negara muncul sebagai bagian dari keinginan banyak pihak tentang keseimbangan antara *people, planet, partnership, peace dan prosperity*. Di Indonesia, regulator telah mendorong upaya harmonisasi ini melalui tanggung jawab sosial perusahaan, atau *Corporate Social Responsibility (CSR)*. Dalam CSR, perusahaan sebagai entitas usaha diwajibkan untuk berperan serta dalam pembangunan berkelanjutan.

Perseroan menyadari bahwa pembangunan berkelanjutan ini harus didukung. Sebagai bagian dari *corporate citizen* yang juga merupakan emiten publik, Perseroan berupaya untuk merealisasikan hal ini sesuai dengan kemampuan yang dimiliki. Dalam mengimplementasikan CSR, Perseroan mengadopsi ISO 26000 yang merupakan Panduan Tanggung Jawab Sosial (*Guidance on Social Responsibility*). Panduan ini merupakan salah satu referensi yang menjadi standar di dunia internasional. Di Indonesia, ISO 26000 telah diratifikasi oleh Pemerintah pada tahun 2010 dan dijadikan Standar Nasional (SNI) pada tahun 2012.

#### Komitmen dan Kebijakan Pelaksanaan Tanggung Jawab Sosial Perusahaan

Bagi Perseroan, tanggung jawab sosial merupakan bagian dari komitmen yang perlu terus menerus diupayakan. Hal ini adalah di karenakan Perseroan sangat memahami bahwa dalam setiap aktivitas operasional yang dilakukan memiliki dampak positif maupun negatif. Oleh karenanya, untuk memastikan keberlanjutan, Perseroan berupaya penuh memaksimalkan dampak positif dan meminimalkan dampak negatif dari setiap aktivitas operasional.

Pendekatan yang digunakan untuk memastikan keberlanjutan aktivitas Perseroan adalah menggunakan tujuh subjek inti tanggung jawab sosial yang ada dalam ISO 26000. Dalam hal ini, subjek ataupun lingkup yang menjadi fokus keberlanjutan bukan hanya kinerja ekonomi semata. Namun Perseroan berupaya penuh agar dapat memastikan keberlanjutan sesuai subjek dalam ISO 26000 yang meliputi:

1. Tata kelola organisasi yang baik
2. Penegakkan hak asasi manusia
3. Praktik ketenagakerjaan yang manusiawi dan berkeadilan
4. Pengelolaan kegiatan perusahaan terhadap Lingkungan
5. Prosedur operasi yang wajar
6. Tanggung jawab terhadap konsumen
7. Pelibatan dan pengembangan masyarakat

The concept of Sustainable Development in many countries has become part of the goal of various stakeholders in balancing the people, planet, partnership, peace and prosperity. In Indonesia, the regulatory bodies have pushed for concerted efforts through Corporate Social Responsibility (CSR). These efforts require any business entity to play a role in sustainable development.

International Organization for Standardization (ISO), an international entity that set industrial and commercial standards worldwide, has released ISO26000 on the Guidance on Social responsibility. While not mandatory, and only serves as a guideline, ISO provides frameworks and modules that are used internationally on the way CSR can be developed in a company. In Indonesia, ISO26000 has been ratified by the Government in 2010 and has been applied as Standar Nasional (SNI) in 2012.

#### Commitment and Policy on the Implementation of Corporate Social Responsibility

For the Company, social responsibility is part of commitment that needs to be continually pursued. This is because the Company fully understands that every operational activity carried out has both positive and negative impacts. Therefore, to ensure sustainability, the Company strives to maximize the positive impacts and minimize the negative impacts of each operational activity.

The Company uses approach to ensure its sustainable activities by using the seven core social responsibility subjects contained in ISO 26000. In this case, the subject or scope that is the focus of sustainability is not just economic performance. However, the Company makes every effort to ensure sustainability in accordance with the subject in ISO 26000 which includes:

1. Good organizational governance
2. Upholding human rights
3. Humanitarian and fair labor practices
4. Management of company activities on the environment
5. Fair operating practices
6. Responsibility towards consumers
7. Community involvement and development

**Pendekatan yang Digunakan untuk Memastikan Keberlanjutan**  
**The Company's Sustainable Development Approach**

**Pendekatan Secara Holistik Terintegrasi**  
**Holistic Integrated Approach**



**Interdependensi**  
**Interdependence**

Dalam penerapan CSR pula, Perseroan berupaya penuh menerapkan prinsip yang terkandung dalam ISO 26000. Sebagai perusahaan yang bergerak dalam jasa energi, Perseroan sangat memahami bahwa kegiatan operasi yang dilakukan dapat menimbulkan dampak positif maupun negatif terhadap lingkungan, ekonomi maupun sosial. Oleh karena itu, Perseroan melaksanakan tanggung jawab sosial sebagai upaya untuk memastikan keberlanjutan bisnis. Prinsip-prinsip ISO 26000 seperti akuntabilitas, transparansi, berperilaku etis, menghormati kepentingan para

In the implementation of CSR, the Company strives to fully implement the principles contained in ISO 26000. As a company engaged in energy service industry, the Company is fully aware that its operational activities result in positive and negative impacts to the environment, economy, and community. Therefore, the Company conducts corporate social responsibility as an effort to ensure its business sustainability. The principles of ISO 26000, such as accountability, transparency, ethical behavior, respect for stakeholder interest, respect for



*stakeholders*, mematuhi hukum yang berlaku, menghormati norma yang berlaku internasional, serta menghormati hak asasi manusia, merupakan prinsip-prinsip yang Perseroan anut.

Komitmen pelaksanaan CSR Perseroan terdapat pedoman pengelolaan Corporate Relation No. A43-002/F01001/2020 dan diatur dalam Prosedur Community Involvement & Development Program No B43-003/F01001/2020. Komitmen ini berpedoman pada ISO 26000 tentang Panduan Tanggung Jawab Sosial (*Guidance on Social Responsibility*). Selain itu, pedoman pelaksanaan CSR Perseroan juga mengacu pada regulasi yang berlaku di Indonesia.

Dalam hal pelaporan, Perseroan mengadopsi beberapa peraturan maupun standar pelaporan yang berlaku secara nasional serta internasional. Beberapa standar pelaporan yang menjadi rujukan adalah Peraturan Otoritas Jasa Keuangan, Global Reporting Initiative (GRI) Standard, serta kriteria Annual Report Award. Aspek yang dilaporkan sesuai dengan peraturan maupun standar pelaporan yang ada dan menyesuaikan sifat bisnis maupun topik material Perseroan.

Informasi yang disajikan dalam laporan ini merupakan ringkasan dari kinerja keberlanjutan Perseroan. Informasi yang lebih mendalam sesuai dengan Peraturan OJK maupun GRI Standard dapat dibaca pada Laporan Keberlanjutan yang disajikan secara terpisah.

### Dasar Hukum dan Referensi Penerapan Tanggung Jawab Sosial Perusahaan

Dasar pelaksanaan program CSR Perseroan berlandaskan pada beberapa aspek hukum, di antaranya:

1. Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja.
2. Undang-Undang No. 23 Tahun 1992 tentang Kesehatan.
3. Undang-Undang No. 8 Tahun 1999 tentang Perlindungan Konsumen.
4. Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan.
5. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.
6. Undang-Undang No. 25 Tahun 2007 tentang Penanaman Modal.
7. Undang-Undang No. 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup.
8. Undang-Undang No. 24 Tahun 2011 tentang Badan Penyelenggara Jaminan Sosial.

the rule of the law, respect for international norms of behavior, and respects for human rights, are the principles that the Company adheres to.

The Company's CSR implementation commitment is contained in the Corporate Relations management guideline No. A43-002/F01001/2020 and regulated in the Community Involvement & Development Program Procedure No B43-003/F01001/2020. This commitment is guided by ISO 26000 on Guidance on Social Responsibility. Besides, the Company's CSR implementation guidelines also refer to applicable regulations in Indonesia.

In terms of reporting, the Company adopts several regulations and reporting standards that apply nationally and internationally. Some reporting standards that are referred to are the Financial Services Authority Regulation, the Global Reporting Initiative (GRI) Standard, and the Annual Report Award criteria. Reported aspects are in accordance with existing regulations and reporting standards and adjust the business nature and material topics of the Company.

The information presented in this report is a summary of the Company's sustainability performance. More detailed information in accordance with OJK Regulations and GRI Standard can be read in the Sustainability Report which is presented separately.

### Legal Basis and References on the Implementation of Corporate Social Responsibility

The implementation of CSR programs of the Company is based on the following regulations:

1. Law No. 1 of 1970 regarding Work Safety.
2. Law No. 23 of 1992 regarding Health.
3. Law No. 8 of 1999 regarding Consumer Protection.
4. Law No. 13 of 2003 regarding Labor and Employment.
5. Law No. 40 of 2007 regarding Limited Liabilities Company.
6. Law No. 25 of 2007 regarding Capital Investment.
7. Law No. 32 of 2009 regarding Environmental Protection and Management.
8. Law No. 24 of 2011 regarding Social Security Administrative Body.

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|--|---|
| <p>9. Peraturan Pemerintah No. 27 Tahun 2012 tentang Izin Lingkungan.</p> <p>10. Peraturan Pemerintah No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja.</p> <p>11. Peraturan Pemerintah No. 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas.</p> | <p>9. Government Regulation No. 27 of 2012 regarding Environmental Permit.</p> <p>10. Government Regulation No. 50 of 2012 regarding the Implementation of Health and Safety Management System.</p> <p>11. Government Regulation No. 47 of 2012 regarding Corporate Social and Environmental Responsibility of a Limited Liabilities Company.</p> |
|--|---|

Di samping itu, sebagai perusahaan terbuka, Perseroan menekankan pentingnya kepatuhan terhadap perkembangan peraturan dan perUndang-Undangan yang ada. Dua di antaranya adalah Peraturan OJK No. 29/POJK.04/2016 mengenai laporan tahunan Emiten atau perusahaan publik, serta Peraturan OJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik. Dua peraturan ini mengindikasikan keinginan regulator untuk mendorong entitas usaha di Indonesia memberikan perhatian terhadap pembangunan berkelanjutan yang mampu menjaga stabilitas ekonomi serta bersifat inklusif diperlukan sistem perekonomian nasional yang mengedepankan keselarasan antara aspek ekonomi, sosial, dan lingkungan hidup.

#### Uji Tuntas terhadap Dampak Ekonomi, Lingkungan dan Sosial dari Kegiatan Perusahaan

Uji tuntas kegiatan operasional Perseroan dan dampaknya terhadap ekonomi, lingkungan maupun sosial dipetakan berdasarkan tingkatan materialitas suatu subjek serta matriks risiko negatif yang mungkin muncul. Berdasarkan matriks ini, Perseroan memetakan subjek maupun isu penting yang mempengaruhi Perseroan dan pembangunan berkelanjutan. Subjek maupun isu prioritas dirumuskan untuk kemudian dirancang sebagai program yang dapat memastikan keberlanjutan bagi para pemangku kepentingan.

Dalam aspek ekonomi, sebagai entitas usaha Perseroan memiliki tanggung jawab untuk memastikan kinerja ekonomi yang berkelanjutan, bersih dari praktik korupsi serta memiliki manfaat bagi pemangku kepentingan yang lain. Pada aspek lingkungan, Perseroan melaksanakan kaji risiko lingkungan hidup Identifikasi Aspek dan Dampak Lingkungan Hidup (IADL), untuk menentukan risiko lingkungan dari kegiatan operasional dan langkah pengendaliannya. Sementara pada aspek sosial, perhatian Perseroan tidak hanya pada pemangku kepentingan internal, melainkan juga eksternal.

Moreover, as a publicly listed company, the Company puts emphasis on the importance of following the development in regulations and laws. Two of them are OJK Regulation No. 29/POJK.04/2016 concerning annual reports of Issuers or public companies, as well as OJK Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies. These two regulations indicate the desire of regulators to encourage business entities in Indonesia to pay attention to sustainable development that is able to maintain economic stability and is inclusive of the needs of the national economic system that promotes harmony between economic, social, and environmental aspects.

#### Due Diligence on Social, Economic, and Environmental Impact of the Company's Activities

Due diligence of the Company's operational activities and their impact on the economy, environment and social are mapped based on the materiality level of a subject and the negative risk matrix that may arise. Based on this matrix, the Company maps important subjects and issues that affect the Company and sustainable development. The subjects and priority issues are formulated to later be designed as a program that can ensure sustainability for stakeholders.

In the economic aspect, the Company, as a business entity, has the responsibility to ensure economic performance that is sustainable, free from corruption, and beneficial to other stakeholders. On the environmental aspect, the Company carries out an environmental risk assessment Identifying Environmental Aspects and Impacts (IADL), to determine the environmental risk from operational activities and control measures. While on the social aspect, the Company's attention is not only on internal stakeholders, but also external.



Detail informasi aspek, topik maupun isu yang mempengaruhi Perseroan serta pembangunan berkelanjutan tersaji pada subbab isu-isu penting ekonomi, lingkungan dan sosial terkait dampak kegiatan perusahaan.

### Isu-isu Penting Ekonomi, Lingkungan dan Sosial Terkait Dampak Kegiatan Perusahaan

Dalam menentukan isu sosial, ekonomi dan lingkungan terkait dampak dari kegiatan, Perseroan melakukan uji tuntas pada level operasional. Isu ini kemudian dijadikan dasar bagi manajemen untuk memprioritaskan penganggulannya dengan melakukan berbagai pendekatan. Pemetaan risiko dan pengelolaan dampak yang ditimbulkan dari kegiatan usaha Perseroan terhadap aspek ekonomi, lingkungan dan sosial adalah sebagai berikut:

Detail information on aspects, topics and issues affecting the Company and sustainable development is presented in the sub-section of important economic, environmental and social issues related to the impact of the company's activities.

### Important Economic, Environmental and Social Issues Regarding the Impact of Company Activities

In determining social, economic and environmental issues related to the impact of activities, the Company conducts due diligence at the operational level. This issue is then used as a basis for management to prioritize its mitigation by taking a variety of approaches. Risk mapping and managing the impacts arising from the Company's business activities on economic, environmental and social aspects are as follows:

Aspek Aspects	Topik Topics	Isu Issues
Ekonomi Economy	Kinerja Ekonomi Economic Performance	Pertumbuhan kinerja keuangan perusahaan Growth in the Company's financial performance
	Anti Korupsi Anti Corruption	Praktik anti korupsi yang dilakukan Anti Corruption Practices conducted
	Dampak Ekonomi Tidak Langsung Indirect Economic impacts	Keikutsertaan dalam pembangunan berkelanjutan Participation in sustainable development
Lingkungan Environment	Kepatuhan Lingkungan Environmental Compliance	Kesesuaian praktik pengelolaan lingkungan dengan regulasi yang berlaku Compatibility of environmental management practices with applicable regulations
	Energi Energy	Pengelolaan penggunaan energi Energy use management
	Air Water	Penghematan penggunaan sumber air secara efisien Saving & use water resource efficiently
	Efluen & Air Limbah Effluent & Waste Water	Pengelolaan limbah cair dan air buangan perseroan sesuai dengan standar Processing waste water & effluent with regulatory standard
	Limbah Padat & Limbah B3 Solid Waste & Hazardous Waste	Pengelolaan sampah dan limbah B3 sesuai dengan standar, mulai dari pewadahan, penyimpanan sementara, pengangkutan hingga proses pemusnahan lanjut yang aman Processing solid waste & hazardous waste with regulatory standard, starts from collection, temporary storing, transportation and further safe removal processing
	Keanekaragaman Hayati Biodiversity	Minimalisasi dampak kegiatan terhadap keanekaragaman hayati wilayah kerja operasional Minimize the impact of activities on the biodiversity in the operational work areas



Aspek Aspects	Topik Topics	Isu Issues
Sosial Social	Kesehatan dan Keselamatan Kerja Occupational Health and Safety	Pengelolaan kegiatan operasional berlandaskan kesehatan dan keselamatan kerja Management of operational activities based on occupational health and safety
	Kepegawaian Employment	Praktik ketenagakerjaan dan keberagaman Labor practices and diversity
	Pelatihan dan Pendidikan Training and Education	Peningkatan kompetensi karyawan Employees' competency improvement
	Penilaian Sosial Pemasok Supplier Social Assessment	Seleksi mitra kerja operasional berdasarkan aspek kesehatan dan keselamatan kerja Selection of operational partners based on aspects of occupational health and safety

### Strategi dan Program Kerja Perusahaan dalam Menangani Isu-isu Sosial, Ekonomi dan Lingkungan

Berdasarkan isu-isu prioritas hasil uji tuntas, Perseroan memfokuskan pada fokus area sebagaimana tabel di bawah ini. Selanjutnya Perseroan mengelaborasi strategi maupun program kerja yang dapat mencapai tujuan dari fokus area yang ada.

### Strategy and Work Program of the Company in Dealing with Social, Economic and Environmental Issues

Based on issues of priority due diligence results, the Company focuses on the focus areas as in the table below. Furthermore, the Company elaborates strategies and work programs that can achieve the objectives of the existing focus area.

Aspek Aspect	Fokus Area Focus Area	Strategi Strategy	Program Kerja Work Program
Ekonomi Economy	Pengelolaan praktik bisnis berbasis tata kelola yang baik meliputi anti korupsi, persaingan sehat, penghormatan hak dan kekayaan intelektual serta bebas politik Management of business practices based on good governance includes anti-corruption, fair competition, respect for intellectual property rights and as well as political freedom	Peningkatan pengelolaan <i>good corporate governance</i> berbasis regulasi dan standar internasional Improved management of good corporate governance based on regulations and international standards	<ul style="list-style-type: none"> <li>Sosialisasi ISO 37001 mengenai Sistem Manajemen Anti penyuapan (SMAP)</li> <li>Sosialisasi <i>code of conduct</i> dan pakta integritas</li> <li>Pengelolaan <i>whistle-blowing systems</i></li> <li>Socialization of ISO 37001 regarding Anti-bribery Management System (ABMS)</li> <li>Socialization of code of conduct and integrity pact</li> <li>Management of whistle-blowing systems</li> </ul>
Lingkungan Environment	Minimalisasi risiko dan dampak negatif kerusakan lingkungan akibat aktivitas operasional Minimization of risks and negative impacts of environmental damage due to operational activities	Pengelolaan lingkungan sesuai regulasi, persyaratan pelanggan dan standar industri yang berlaku Environmental management in accordance with regulations, customer requirements and applicable industry standards	<ul style="list-style-type: none"> <li>Penggunaan material maupun sumber daya secara efisien</li> <li>Penanganan limbah</li> <li>Pengukuran kualitas lingkungan</li> <li>Inovasi berwawasan lingkungan</li> <li>Program Penghijauan</li> <li>Use of materials and resources efficiently</li> <li>Waste management</li> <li>Measurement of environmental quality</li> <li>Environmental innovation</li> <li>Reforestation Program</li> </ul>
Sosial Social	Memberikan jaminan HAM karyawan Provide guarantee for employees' human rights	Penerapan praktik HAM di lingkungan kerja sesuai regulasi yang berlaku The application of human rights practices in the work environment in accordance with applicable regulations	<ul style="list-style-type: none"> <li>Sosialisasi peraturan perusahaan serta <i>code of conduct</i></li> <li>Kebebasan mendirikan serikat pekerja</li> <li>Socialization of company regulations and code of conduct</li> <li>Freedom of establishing trade unions</li> </ul>



Aspek Aspect	Fokus Area Focus Area	Strategi Strategy	Program Kerja Work Program
	Pengelolaan ketenagakerjaan bebas diskriminasi serta membudayakan kesehatan dan keselamatan kerja Managing labor is free from discrimination and it promotes occupational health and safety	Pengelolaan ketenagakerjaan, kesehatan dan keselamatan kerja sesuai regulasi, persyaratan pelanggan dan standar industri yang berlaku Manpower management, occupational health and safety in accordance with regulations, customer requirements and applicable industry standards	<ul style="list-style-type: none"> <li>• Program <i>wellness</i> khusus perempuan</li> <li>• Penyediaan fasilitas <i>nursery room</i></li> <li>• Alokasi kesempatan dan fasilitas pekerja difabel</li> <li>• Pengelolaan sistem kesehatan dan keselamatan kerja berbasis regulasi dan standar yang berlaku</li> <li>• Pengelolaan sarana maupun prasarana yang mendukung kesehatan dan keselamatan kerja</li> <li>• Special women's wellness program</li> <li>• Provision of nursery room facilities</li> <li>• Allocation of opportunities and facilities for disabled workers</li> <li>• Management of occupational health and safety systems based on regulations and applicable standards</li> <li>• Management of facilities and infrastructure that supports occupational health and safety</li> </ul>
	Pengelolaan kepuasan pelanggan Customer satisfaction management	Pengelolaan program inovasi untuk memberikan kepuasan lebih pelanggan Management of innovation programs to provide more customer satisfaction	<ul style="list-style-type: none"> <li>• Continuous improvement program</li> <li>• Penanganan keluhan pelanggan</li> <li>• Continuous improvement program</li> <li>• Handling customer complaints</li> </ul>
	Melibatkan, mengembangkan komunitas, serta mendukung tujuan pembangunan berkelanjutan SDG's Involve, develop communities, and support the goals of the SDGs	Pelibatan masyarakat sebagai bagian dalam kegiatan operasional Community involvement as part of operational activities	<ul style="list-style-type: none"> <li>• Pemberdayaan Tenaga Kerja Lokal dalam Aktivitas Operasi</li> <li>• Pengembangan komunitas berkelanjutan</li> <li>• Empowerment of Local Workers in Operational Activities</li> <li>• Sustainable community development</li> </ul>

### Berbagai Program yang Melebihi Tanggung Jawab Minimal Perusahaan yang Relevan dengan Bisnis yang Dijalankan

Perseroan meyakini bahwa antara tanggung jawab perusahaan dengan kepedulian sosial adalah dua hal yang berbeda. Oleh karenanya dalam hal kepedulian sosial, Perseroan membentuk Yayasan Baitul Hikmah Elnusa serta Elnusa Emergency Response Team yang turut serta mendukung aktivitas kepedulian sosial. Baik yayasan maupun tim tersebut, melakukan berbagai misi kemanusiaan. Salah satunya adalah pada saat terjadi bencana nasional di Indonesia.

### Pemangku Kepentingan Signifikan yang Terdampak atau Berpengaruh atas Dampak dari Kegiatan Perusahaan

Untuk merealisasikan berbagai strategi maupun program, Perseroan menyadari perlunya berinteraksi dengan berbagai pemangku kepentingan baik secara langsung maupun tidak langsung berpengaruh atau terdampak dari kegiatan usaha. Pemangku kepentingan Perseroan diidentifikasi

### Various Programs Exceeding Company Minimum Responsibility that is Relevant with Ongoing Business

The Company believes that between corporate responsibility and social care are two different things. Therefore, in terms of social care, the Company formed the Baitul Hikmah Elnusa Foundation and the Elnusa Emergency Response Team who participated in supporting social awareness activities. Both the foundation and the team carried out various humanitarian missions. One of them is during a national disaster in Indonesia.

### Important Stakeholders who Impact or are Impacted by the Activities of the Company

To realize various strategies and programs, the Company realizes the need to interact with various stakeholders both directly and indirectly influencing or impacting business activities. The Company's stakeholders are identified based on the level of importance of the relationship that affects

berdasarkan tingkat kepentingan hubungan yang mempengaruhi kinerja Perseroan, demikian juga sebaliknya. Perseroan selalu berupaya untuk mengelola pelibatan para pemangku kepentingan guna meningkatkan nilai Perseroan. Pemangku kepentingan yang berpengaruh atau terdampak dari kegiatan Perseroan dapat dijabarkan sebagai berikut:

the Company's performance, and vice versa. The Company always strives to manage stakeholder engagement in order to increase the value of the Company. Stakeholders who are influential or affected by the Company's activities can be described as follows:

Pemangku Kepentingan Stakeholders	Bentuk Pelibatan Involvement Form	Pengaruh/Dampak dari Kegiatan Perusahaan Impact from the Company's Activities
Pemegang Saham Shareholders	RUPS, Laporan Kinerja GMS, Performance Report	Peningkatan kinerja dan peningkatan nilai Perseroan serta dukungan pada kepentingan Pemegang Saham Performance and value improvement of the Company as well as the support for the interests of the Shareholders
Karyawan Employees	Keberadaan Serikat Pekerja, Perumusan Peraturan Perusahaan Bersama, Pendidikan dan Pelatihan, Dukungan Sarana dan Prasarana Kesehatan dan Keselamatan Kerja Workers Union availability, The drafting of Joint Company Regulation, Education and Trainings, Support for health and safety facilities and infrastructure.	Terjaminnya kesejahteraan karyawan beserta keluarganya; Suasana kerja yang kondusif, sehat, dan aman; Jenjang karir dan penilaian kinerja yang adil dan transparan; Pemenuhan hak-hak karyawan; Meningkatkan efektivitas hubungan manajemen dan karyawan, serta Memberikan jaminan kesehatan dan keselamatan kerja karyawan Guaranteed welfare of employees and their families; A conducive, healthy and safe working atmosphere; Fair and transparent career paths and performance appraisals; Fulfillment of employee rights; Improve the effectiveness of management and employee relationships, and provide health and safety guarantees for employees.
Pemerintah Government	Kepatuhan terhadap Peraturan Kesehatan Perusahaan Compliance with the Regulation health of the Company	Kontribusi ekonomi pada Pemerintah Pemerintah (pajak maupun dukungan kegiatan pembangunan daerah melalui pengembangan keterlibatan masyarakat) Economic contribution to the Government (taxes and support for regional development activities through the development of community involvement).
Masyarakat dan Lingkungan Communities and Environment	Kegiatan pengembangan keterlibatan masyarakat ( <i>Community Involvement &amp; Development</i> ), meliputi pelibatan masyarakat lokal sekitar operasi dan pengembangan komunitas berkelanjutan Community Involvement & Development, including local community involvement and development of the sustainable communities.	Dapat meningkatkan perekonomian masyarakat seiring dengan pemberdayaan masyarakat secara berkelanjutan melalui pembangunan kesejahteraan masyarakat, baik fisik maupun non-fisik. Improvement in the economic activities in the communities as well as empowerment of the community that is done sustainably to both physical and non-physical welfare development.
	Kepatuhan terhadap regulasi, persyaratan pelanggan, dan standar industri yang berlaku, penyediaan sarana dan prasarana yang mendukung Compliance to the prevailing regulation, customer requirements, and industry standard, provision of supporting facilities and infrastructure	Dampak dari Kegiatan Perusahaan : Pemantauan dan pengelolaan penggunaan energi dan air, limbah baik padat maupun Bahan Berbahaya dan Beracun (B3), buangan emisi yang dihasilkan, serta meminimalisir dampak kegiatan terhadap keanekaragaman hayati wilayah kerja operasional. Impact from the Company activities : Monitoring and management of energy and water usage, waste both solid and hazardous and toxic (B3), the resulting emission, and minimizing the impact of activities on the biodiversity of the operational working area.



Pemangku Kepentingan Stakeholders	Bentuk Pelibatan Involvement Form	Pengaruh/Dampak dari Kegiatan Perusahaan Impact from the Company's Activities
Konsumen/ Pelanggan Consumers	Survei Kepuasan Pelanggan, dan program engagement lainnya Consumers' satisfaction survey, and other engagement programs	Peningkatan inovasi jasa maupun produk untuk memberikan kepuasan lebih pelanggan, serta peningkatan fasilitas atas produk-produk Perseroan yang dapat memberikan kenyamanan dan kualitas hidup lebih baik. Increasing service and product innovation to provide more customer satisfaction, and improving facilities for the Company's products that can provide comfort and a better quality of life.
Rekanan Partners	Kontrak dan Perjanjian Kerja Sama, Proses Operasional Contract and Collective Agreement, Operational Processes	Proses pengadaan yang adil dan transparan; Proses evaluasi yang objektif; Hubungan yang harmonis; Fair and transparent procurement processes; Objective evaluation processes; harmonious relationship;
Media Massa Mass Media	Siaran Pers/Keterbukaan Informasi Press release/Information disclosure	Memperoleh akses informasi yang akurat dan terkini Access to accurate and up-to-date information

### Organisasi Pengelolaan Pelaksanaan CSR di Lingkup Elnusa

Pengelolaan program CSR di lingkup Perseroan dilaksanakan secara koordinatif antar fungsi baik di Perseroan maupun grup. Fungsi yang terlibat meliputi Divisi Operasi, *Human Capital*, *HSSE*, *Engineering Center & Quality Management*, *Corporate Secretary* dan fungsi terkait lain. Namun, tanggung jawab pengelolaan CSR terkait pelibatan dan pengembangan masyarakat berada dalam koordinasi fungsi *Corporate Secretary*.

### Rencana dan Realisasi Anggaran Program Tanggung Jawab Sosial

Perseroan telah mengalokasikan dana untuk program kegiatan CSR tahun 2020 sebesar Rp11,2 miliar. Sebagian besar dana CSR digunakan untuk kegiatan CSR di wilayah operasi yang berfokus pada pelibatan dan pengembangan masyarakat. Sementara untuk aspek pengelolaan hak asasi manusia, praktik ketenagakerjaan, pengelolaan lingkungan, prosedur operasi yang wajar, serta tanggung jawab terhadap konsumen, mengikat pada biaya operasional Perseroan.

### Management Organization of CSR Implementation within Elnusa

The management of CSR programs within the scope of the Company is carried out coordinatively between functions within the Company and in groups. The functions involved include the Operations Division, Human Capital, HSSE, Engineering Center & Quality Management, Corporate Secretary and other related functions. However, the responsibility for managing CSR related to community involvement and development lies in the coordination of the functions of the Corporate Secretary.

### Plan and Realization of Social Responsibility Program Budget

The Company has allocated funds for the CSR program in 2020 amounting to Rp11.2 billion. Most of the CSR funds are used for CSR activities in the area of operations that focus on community engagement and development. Meanwhile, aspects of human rights management, labor practices, environmental management, reasonable operating procedures, and responsibilities to consumers are binding on the Company's operational costs.

## TANGGUNG JAWAB SOSIAL TERKAIT OPERASI YANG ADIL

### SOCIAL RESPONSIBILITY TOWARDS FAIR OPERATIONS

#### Komitmen dan Kebijakan Terkait Operasi yang Adil

Perseroan berkomitmen untuk senantiasa menjalankan praktik-praktik operasi yang adil. Praktik ini didasari bahwa sebagai entitas bisnis Perseroan harus *professional* dalam menghasilkan produk dan jasanya, menjunjung tinggi integritas dalam melaksanakan bisnisnya, memiliki kesadaran untuk menciptakan iklim persaingan usaha yang sehat, menghargai hak cipta dan sadar untuk mematuhi peraturan perUndang-Undangan yang berlaku. Melalui langkah-langkah ini, Perseroan berupaya menerapkan praktik operasi yang adil. Sebagai landasan dari praktik ini adalah peraturan perUndang-Undangan yang berlaku, kebijakan internal, serta berbagai standar industri & internasional.

Sebagai tindak lanjut dari komitmen, Perseroan mengembangkan berbagai kebijakan yang mendukung. Kebijakan ini tertera pada peraturan perusahaan, *code of conduct*, maupun dokumen lainnya. Selain itu, Perseroan juga membangun whistleblowing systems untuk memudahkan pengaduan bila terdapat pelanggaran.

Perseroan menjamin bahwa setiap pihak yang berkepentingan mendapatkan perlakuan yang adil sesuai dengan ketentuan peraturan perUndang-Undangan yang berlaku. Perseroan menerapkan kegiatan operasional dengan memperhatikan hak para pemangku kepentingan sehingga menciptakan hubungan yang harmonis dan mewujudkan keseimbangan atas kepentingan seluruh para pemangku kepentingan.

#### Lingkup dan Perumusan Terkait Operasi yang Adil

Perseroan berpandangan bahwa prinsip tata kelola perusahaan yang baik merupakan panduan bagi seluruh Insan Perseroan dalam menjalankan kegiatan operasional, berinteraksi dengan sesama kolega, maupun dengan pemangku kepentingan eksternal serta menciptakan praktik bisnis yang bersih dan menjauhi segala bentuk kecurangan. Berdasarkan prinsip ini, Perseroan melakukan pemetaan risiko dari kegiatan bisnis yang dilaksanakan. Tujuan pemetaan risiko ini adalah untuk memastikan bahwa berbagai risiko negatif yang mungkin terjadi dan berdampak terhadap perusahaan dapat dimitigasi sebaik mungkin.

#### Commitment and Policy Related to Fair Operations

The Company is committed to always carrying out fair operating practices. This practice is based on that as a business entity the Company must be professional in producing products and services, upholding integrity in conducting its business, having awareness to create a fair business competition climate, respecting copyright and being aware of compliance with applicable laws and regulations. Through these steps, the Company seeks to implement fair operating practices. As the foundation of this practice are applicable laws and regulations, internal policies, and various industry & international standards.

As a follow up to its commitment, the Company developed various supporting policies. These policies are stated in company regulations, code of conduct, and other documents. In addition, the Company also establishes whistleblowing systems to facilitate complaints if there are violations.

The Company guarantees that all interested parties receive fair treatment in accordance with the provisions of the applicable laws and regulations. The Company implements operational activities by taking into account the rights of the stakeholders so as to create a harmonious relationship and realize a balance of the interests of all stakeholders.

#### Scope and Formulation Related to Fair Operation

The Company is of the view that the principles of good corporate governance are a guide for all Company Personnel in carrying out operational activities, interacting with colleagues, and with external stakeholders and creating clean business practices and avoiding all forms of fraud. Based on this principle, the Company conducts risk mapping from business activities carried out. The purpose of this risk mapping is to ensure that various negative risks that may occur and have an impact on the company can be mitigated as possible.



Berdasarkan hasil pemetaan risiko, lingkup praktik operasi yang adil dititikberatkan pada pencegahan korupsi, persaingan usaha, hak kekayaan intelektual, praktik politik praktis, serta kepatuhan regulasi secara umum. Pemetaan ini juga didasarkan atas review regulasi yang berlaku di Indonesia, serta berbagai standar internasional yang relevan dan baik untuk diterapkan.

Praktik anti korupsi merupakan perhatian utama Perseroan. Hal ini didasarkan pengalaman terdahulu bahwa dampak penggelapan (*fraud*) sangat mempengaruhi budaya dan kinerja Perseroan. Oleh karenanya sebagai bentuk mitigasi risiko, Perseroan menerapkan kebijakan untuk membangun sistem yang menutup celah pelanggaran serta menerapkan sanksi berat atasnya. Pengembangan sistem ini juga merupakan kesungguhan untuk memberikan jaminan kepastian penyelenggaraan praktik operasi yang baik kepada seluruh pemangku kepentingan.

### Kebijakan Terkait Inisiatif Tanggung Jawab Sosial Terkait Operasi yang Adil

Penerapan praktik operasi yang adil pada kegiatan usaha Perseroan diwujudkan dalam inisiatif kebijakan strategis sebagai berikut:

1. Kebijakan Terkait Anti Korupsi  
Meliputi regulasi anti korupsi, kebijakan pemberian dan penerimaan hadiah, jamuan, hiburan, *sponsorship*, donasi dan lainnya. Setiap pemberian maupun penerimaan harus terlebih dahulu dilaporkan. Setiap pelaporan mendapatkan disposisi untuk ditindaklanjuti selanjutnya.
2. Kebijakan Terkait Praktik Persaingan Usaha yang Adil  
Meliputi regulasi pengadaan barang dan jasa yang berlaku baik secara industri, bagian dari Badan Usaha Milik Negara, serta skema yang ditentukan oleh KKKS. Selain itu, sebagai kontraktor jasa, meliputi pula kebijakan internal pengadaan serta *contractor safety management system*. Setiap keikutsertaan pengadaan barang dan jasa yang dilakukan oleh KKKS, Perseroan mengikuti ketentuan maupun skema wilayah kerja yang berlaku. Sementara saat melakukan pengadaan, Perseroan memastikan layanan jasa terbaik dengan menerapkan praktik kesehatan dan keselamatan kerja terhadap mitra.
3. Komitmen Perseroan untuk Menghormati Hak Atas Kekayaan Intelektual  
Meliputi berbagai regulasi hak atas kekayaan

Based on the results of risk mapping, the scope of fair operating practices focuses on preventing corruption, business competition, intellectual property rights, practical political practices, and regulatory compliance in general. This mapping is also based on a review of the regulations that apply in Indonesia, as well as various international standards that are relevant and good to apply.

Anti-corruption practices are the Company's main concern. This is based on previous experience that the impact of embezzlement (*fraud*) greatly affects the culture and performance of the Company. Therefore, as a form of risk mitigation, the Company implements policies to build a system that closes loopholes in violations and imposes severe sanctions on them. The development of this system is also a serious commitment to provide certainty for the implementation of good operating practices to all stakeholders.

### Policies Regarding Social Responsibility Initiatives Related to Fair Operations

The implementation of fair operating practices in the Company's business activities is manifested in the following strategic policy initiatives:

1. Policy of Anti Corruption  
It includes anti-corruption regulations, gift giving and receiving policies, meals, entertainment, sponsorships, donations and more. Every gift and receipt must first be reported. Each report gets a disposition for further action.
2. Policies of Fair Business Competition Practices  
It includes regulations on the procurement of goods and services that apply both industrially, as part of State-Owned Enterprises, and schemes determined by KKKS. In addition, as a service contractor, it also includes internal procurement policies and a contractor safety management system. Every participation in the procurement of goods and services carried out by KKKS, the Company follows the provisions and the applicable work area scheme. Meanwhile, when procuring, the Company ensures the best services by applying work health and safety practices to partners.
3. The Company's Commitment to Respect Intellectual Property Rights  
It includes various regulations on intellectual

intelektual yang berlaku, serta kebijakan internal dalam melakukan improvisasi maupun inovasi. Hasil improvisasi maupun inovasi, didaftarkan kepada kementerian terkait untuk diverifikasi keabsahannya.

4. Kebijakan Perseroan terhadap Lobi, Kontribusi Politik dan Keterlibatan Politik  
Meliputi kebijakan benturan kepentingan praktik proses bisnis dengan kegiatan terkait politik, termasuk di dalamnya larangan sponsor, donasi dan sebagainya. Sementara itu, hak-hak pekerja sebagai individu untuk ikut serta dalam kegiatan politik dipersilahkan selama tidak ada benturan kepentingan.
5. Komitmen Perseroan dalam Rangka Patuh Hukum dan Regulasi  
Meliputi berbagai regulasi yang berlaku terhadap praktik bisnis Perseroan. Tidak hanya sebagai perusahaan jasa energi melainkan pula sebagai perusahaan terbuka. Selain itu, Perseroan juga mengadopsi berbagai standar internasional maupun industri untuk memberikan layanan terbaik.

#### Perencanaan Tanggung Jawab Sosial Terkait Operasi yang Adil

Perseroan senantiasa melakukan perencanaan untuk menjamin terlaksananya semua kebijakan praktik operasi yang adil. Proses ini diterapkan oleh banyak fungsi relevan tergantung pada lingkup area. Praktik anti korupsi dan anti politik praktis merupakan ranah dari *Corporate Secretary*. Praktik persaingan usaha yang sehat merupakan ranah dari Marketing dan *Supply Chain Management*. Sementara penghormatan hak kekayaan intelektual merupakan ranah dari *Engineering Center & Quality Management* beserta *Legal & Contract*.

#### Pelaksanaan dan Pencapaian Inisiatif Tanggung Jawab Sosial Terkait Operasi yang Adil

Perseroan berkomitmen untuk menerapkan menjalankan praktik bisnis dengan mengedepankan prinsip-prinsip praktik operasi yang adil. Penerapannya ini mengacu peraturan perUndang-Undangan yang berlaku, serta kebijakan internal yang diimplementasikan. Praktik operasi yang adil meliputi praktik anti korupsi, persaingan usaha secara sehat, menghormati hak kekayaan intelektual, keterbebasan dari praktik politik, serta komitmen kepatuhan regulasi secara umum.

property rights that apply, as well as internal policies in doing improvisation and innovation. The results of improvisation and innovation are registered with the relevant ministries to verify their validity.

4. Company Policy on Lobbying, Political Contributions and Political Engagement  
It includes policies regarding conflicts of interest in business process practices with activities related to politics, including a ban on sponsorships, donations and so on. Meanwhile, the rights of workers as individuals to participate in political activities are welcome as long as there are no conflicts of interest.
5. The Company's Commitments in Compliance with Law and Regulations  
It includes various regulations that apply to the Company's business practices, not only as an energy service company but also as a public company. In addition, the Company also adopts various international and industry standards to provide the best service.

#### Social Responsibility Planning Related to Fair Operations

The Company is always planning to ensure the implementation of all fair operating policies. This process is implemented by many relevant functions depending on the scope of the area. Anti-corruption and anti-political practice is the realm of the Corporate Secretary. The practice of fair business competition is the domain of Marketing and Supply Chain Management. While respect for intellectual property rights is the domain of the Engineering Center & Quality Management along with Legal & Contract.

#### Implementation and Achievement of Social Responsibility Initiatives Related to Fair Operations

The Company is committed to implementing business practices by prioritizing the principles of fair operating practices. Its application refers to the applicable laws and regulations, as well as the implemented internal policies. Fair operating practices include anti-corruption practices, fair business competition, respect for intellectual property rights, freedom from political practices, and commitment to regulatory compliance in general.



### 1. Praktik Usaha Anti Korupsi

Sebagai perusahaan jasa, integritas merupakan komitmen utama Perseroan dalam memberikan pelayanan. Oleh karenanya dalam nilai budaya, Perseroan memiliki nilai *clean* yang bermakna memiliki integritas, komitmen tinggi dan dapat diandalkan dalam menjalankan setiap aktivitas bisnis perusahaan.

Komitmen ini sejalan dengan Undang-Undang anti korupsi, serta tak terpisahkan dengan implemementasi prinsip tata kelola perusahaan yang baik. Tujuannya antara lain meningkatkan kepercayaan pelanggan, investor, pemegang saham serta publik secara umum.

Untuk itu, Perseroan berupaya menutup pintu-pintu yang membuka peluang terjadinya penyalahgunaan jabatan, praktik gratifikasi maupun penyuapan. Komitmen ini tercantum dalam standar etika perilaku dan berlaku bagi seluruh karyawan Perseroan tanpa terkecuali. Karyawan diharuskan menandatangani pakta integritas yang berisi komitmen anti korupsi, kolusi, dan nepotisme. Pakta ini juga mengharuskan semua karyawan untuk bertindak jujur dan menghindari memberi maupun menerima hadiah atau penyuapan.

Atas penerapan komitmen ini, pada 2020 tidak ada insiden korupsi yang terbukti dan tindakan yang diambil atas insiden tersebut.

### 2. Persaingan Usaha Secara Sehat

Dalam melaksanakan bisnis, Perseroan senantiasa mengikuti ketentuan bisnis yang diberlakukan dan bersaing secara sehat. Secara umum, ada dua mekanisme yang diberlakukan oleh klien terhadap Perseroan, yaitu tender dan penunjukan langsung. Umumnya penentuan mekanisme ini mengikuti skema wilayah kerja yang dipilih oleh KKKS sebagai klien. Pada skema *cost recovery*, Perseroan mengikuti tender sebagaimana diberlakukan. Sebaliknya pada skema *gross split*, Perseroan mengikuti ketentuan klien, baik ditunjuk langsung ataupun mengikuti tender.

Perseroan berupaya semaksimal mungkin merumuskan strategi-strategi khusus untuk memenangkan persaingan, dengan tetap menjunjung tinggi praktik usaha yang sehat. Pada 2020, tidak ada laporan dan tindakan antipersaingan yang terkait dengan praktik bisnis Perseroan.

### 1. Anti Corruption Business Practices

As a service company, integrity is the Company's main commitment in providing services. Therefore, in terms of cultural value, the Company has a clean value meaning it has integrity, high commitment and can be relied on in carrying out each of the company's business activities.

This commitment is in line with anti-corruption laws, and is inseparable from the implementation of the principles of good corporate governance. The aim is to increase the trust of customers, investors, shareholders and the general public.

To that end, the Company seeks to refrain from opportunities for misuse of office, gratuity and bribery practices. This commitment is stated in the ethical standards of conduct and applies to all employees of the Company without exception. Employees are required to sign an integrity pact containing commitments against corruption, collusion and nepotism. This pact also requires all employees to act honestly and avoid giving or receiving gifts or bribes.

As a result of the implementation of this commitment, in 2020, there were no proven corruption incidents and actions taken on these incidents.

### 2. Fair Business Competition

In conducting business, the Company always follows the applicable business regulations and competes fairly. In general, there are two mechanisms imposed by clients on the Company, namely tendering and direct appointment. In general, the determination of this mechanism follows the work area scheme chosen by the PSC as a client. In the *cost recovery* scheme, the Company follows the tender as it applies. In contrast to the *gross split* scheme, the Company follows the client's provisions, either directly appointed or in the tender.

The Company makes every effort to formulate specific strategies to win the competition, while upholding sound business practices. In 2020, there were no reports and anti-competitive actions related to the Company's business practices.



Selain hal itu, Perseroan juga memberikan kesempatan yang sama kepada semua pihak untuk menjadi mitra dalam proses pengadaan barang dan jasa. Setiap perusahaan yang ingin menjadi mitra kerja harus terlebih dahulu mendaftarkan sebagai rekanan Perseroan. Hal ini dimaksudkan agar Perseroan dapat memastikan keberadaan dan legalitas persyaratan administratif mitra telah sesuai dengan peraturan perUndang-Undangan yang berlaku.

Khusus untuk mitra yang memiliki risiko tinggi kecelakaan kerja, Perseroan memiliki dan menerapkan *contractor safety management system*. Melalui sistem ini, Perseroan berupaya memastikan bahwa mitra kerja juga menerapkan standar kesehatan dan keselamatan kerja yang baik pula.

Untuk proses pemilihan mitra kerja diterapkan dengan prinsip transparan, terbuka, adil dan kompetitif. Mitra kerja diseleksi berdasarkan ketentuan yang diatur dalam ketentuan dan syarat pengadaan. Ketentuan ini berlaku untuk seluruh mitra kerja baik lokal maupun multinasional. Detail mengenai proses ini terdapat pada Pedoman Tata Cara Pengadaan Barang dan Jasa. Sebagai bentuk sosialisasi perkembangan Perseroan kepada mitra kerja, Perseroan menyelenggarakan vendor annual meeting setiap tahunnya.

3. **Penghormatan Hak Kekayaan Intelektual**  
Perseroan sangat menjunjung originalitas dan hak kekayaan intelektual. Oleh karenanya, Perseroan terus mengembangkan berbagai inovasi dengan tetap memperhatikan unsur originalitas serta aspek-aspek kekayaan intelektual yang ada. Dasar dari penghormatan hak kekayaan intelektual yang diterapkan Perseroan adalah peraturan maupun perUndang-Undangan Hak Kekayaan Intelektual yang berlaku di Indonesia.

Sebagai bentuk penjagaan maupun verifikasi atas berbagai inovasi yang telah dikembangkan, Perseroan juga mendaftarkan berbagai produk maupun jasanya ke Kementerian Hukum dan HAM. Selama 2020, tidak ada gugatan hukum yang dilayangkan ke Perseroan dengan dugaan pengakuan terhadap hak kekayaan intelektual badan maupun orang lain.

In addition, the Company also provides equal opportunities to all parties to become partners in the process of procurement of goods and services. Every company that wants to become a partner must first register as a partner of the Company. This is intended so that the Company can ensure the existence and legality of the administrative requirements of partners in accordance with applicable laws and regulations.

Specifically for partners who have a high risk of work accidents, the Company owns and implements a contractor safety management system. Through this system, the Company strives to ensure that work partners also apply good occupational health and safety standards as well.

For the selection process, partners are applied with the principles of transparent, open, fair and competitive. Business partners are selected based on the provisions stipulated in the terms and conditions of procurement. This provision applies to all partners both local and multinational. Details about this process can be found in the Guidelines for Procurement of Goods and Services. As a form of socialization of the Company's development to its partners, the Company holds a vendor annual meeting every year.

3. **Respect for Intellectual Property Rights**  
The Company strongly upholds originality and intellectual property rights. Therefore, the Company continues to develop various innovations while still paying attention to the elements of originality and aspects of existing intellectual property. The basis of respect for intellectual property rights applied by the Company is the intellectual property laws and regulations that apply in Indonesia.

As a form of guarding and verifying various innovations that have been developed, the Company also registers various products and services to the Ministry of Law and Human Rights. During 2020, no lawsuits were filed with the Company with the alleged acknowledgment of the intellectual property rights of the body and others.



#### 4. Praktik Usaha Bebas Politik

Perseroan menjamin hak berpolitik karyawan sebagaimana diatur pada Undang-Undang dan selama bebas dari benturan kepentingan yang merugikan perusahaan. Dalam menyelenggarakan usaha, Perseroan memiliki sejumlah kebijakan yang mengatur larangan praktik usaha yang berkaitan dengan politik praktis. Hal ini meliputi berbagai aktivitas pemberian sponsor, hadiah, donasi maupun lainnya dengan tujuan politik praktis. Kebijakan ini disosialisasikan secara kontinyu kepada seluruh karyawan. Melalui upaya ini, Perseroan memastikan praktik usaha bebas politik. Sepanjang 2020, tidak ada keluhan maupun teguran pihak ketiga tentang keterlibatan Dewan Komisaris, Direksi maupun karyawan mengenai politik praktis.

5. Komitmen Kepatuhan Regulasi Secara Umum
- Sebagai bagian dari badan usaha di Indonesia, Perseroan berkomitmen untuk mematuhi berbagai regulasi yang berlaku. Kepatuhan ini tidak hanya sebatas peraturan maupun perUndang-Undangan, melainkan berbagai kepatuhan regulasi yang diharapkan oleh regulator yang diberi kewenangan oleh Pemerintah. Hal ini meliputi Peraturan Otoritas Jasa Keuangan, maupun Bursa Efek Indonesia. Sepanjang 2020, tidak ada teguran yang diterima Perseroan akibat kelalaian terhadap regulasi tertentu.

Selain itu, Perseroan menyadari bahwa standarisasi perlu pula dikembangkan. Oleh karenanya, secara mandiri Perseroan berinisiatif mengimplementasikan berbagai standar yang berlaku di industri serta internasional.

#### 4. Political Free Business Practices

The Company guarantees the political rights of employees as stipulated in the law and as long as it is free from conflicts of interest that harm the company. In conducting business, the Company has a number of policies governing the prohibition of business practices related to practical politics. This includes a variety of sponsorship activities, gifts, donations and others with practical political objectives. This policy is continuously socialized to all employees. Through this effort, the Company ensured political-free business practices. Throughout 2020, there were no complaints or reprimands from third parties regarding the involvement of the Board of Commissioners, Directors and employees regarding practical politics.

#### 5. Commitment of Regulatory Compliance in General

As part of a business entity in Indonesia, the Company is committed to comply with various applicable regulations. This compliance is not only limited to rules and regulations, but also various regulatory compliance that is expected by regulators who are authorized by the Government. This includes the Financial Services Authority Regulations, as well as the Indonesia Stock Exchange. During 2020, no warning was received by the Company due to negligence of certain regulations.

In addition, the Company realizes that standardization needs to be developed. Therefore, the Company independently took the initiative to implement various standards that apply in industry and internationally.

### Prosedur dan Mekanisme Penanganan Konflik Terkait Operasi yang Adil

Perseroan menjamin terlaksananya kebijakan dengan baik dan meminimalisasi konflik yang terjadi terkait kegiatan operasi yang adil. Oleh karenanya, Perseroan membuka akses whistleblowing system yang terbuka luas untuk para pemangku kepentingan. *Whistleblowing system* dapat diakses melalui alamat *web* [whistleblower.elnusa.co.id](http://whistleblower.elnusa.co.id). Setiap keluhan maupun pengaduan yang sampai, akan ditindaklanjuti secara independen dan rahasia oleh fungsi-fungsi terkait. Identitas pelapor dijamin kerahasiaannya, sehingga mekanisme ini aman bagi para pelapor.

Pelaporan yang masuk akan ditelusuri fakta material yang terjadi. Bila memang terdapat pelanggaran, maka Perseroan akan memberikan sanksi sesuai dengan tingkatan pelanggaran yang dilakukan. Sepanjang 2020, Perseroan telah menerima informasi keluhan maupun pelaporan pelanggaran dari beberapa pihak. Informasi ini kemudian ditindaklanjuti dan diselesaikan sesuai Peraturan Perusahaan yang berlaku.

### Sertifikasi Terkait Operasi yang Adil

Perseroan belum memiliki sertifikasi atas praktik operasi yang adil. Namun demikian, Perseroan telah tersertifikasi ISO 9001 Manajemen Mutu oleh lembaga sertifikasi eksternal. Sertifikasi ini merupakan salah satu bentuk verifikasi atas keunggulan layanan yang Perseroan berikan, termasuk di dalamnya praktik operasi yang adil.

### Penghargaan Terkait Operasi yang Adil

Perseroan mendapatkan banyak penghargaan dari klien atas jasa yang diberikan. Berbagai penghargaan yang diberikan ini secara umum dapat diasumsikan bahwa pelanggan mendapatkan kepuasan atas layanan Perseroan, termasuk di dalamnya praktik-praktik operasi yang adil yang dijalankan Perseroan. Salah satunya adalah mengenai praktik antikorupsi yang diimplementasikan.

### Procedures and Mechanisms of Conflict Management Related to Fair Operations

The Company ensures the implementation of policies properly and minimizes conflicts that occur related to fair operating activities. Therefore, the Company has opened access to a whistleblowing system that is wide open for stakeholders. Whistleblowing system can be accessed via the web address [whistleblower.elnusa.co.id](http://whistleblower.elnusa.co.id). Every complaint informed will be followed up independently and confidentially by the relevant functions. The identity of the reporter is guaranteed confidentiality, so this mechanism is safe for the reporters.

Incoming reports will be traced to the material facts that occurred. If there is indeed a violation, the Company will impose sanctions according to the level of violation committed. Throughout 2019, the Company has received complaints and reporting violations from several parties. This information is then followed up and resolved in accordance with applicable Company Regulations.

### Certification Related to Fair Operations

The Company does not yet have a certification of fair operating practices. However, the Company has been certified by ISO 9001 Quality Management by an external certification body. This certification is a form of verification of the service excellence that the Company provides, including fair operating practices.

### Awards Related to Fair Operations

The Company achieves many awards from clients for the services they provide. Various awards given in general can be assumed that customers get satisfaction with the Company's services, including fair operating practices carried out by the Company. One of them is regarding the anti-corruption practices implemented.



## TANGGUNG JAWAB SOSIAL TERKAIT HAK ASASI MANUSIA (HAM)

### SOCIAL RESPONSIBILITY TOWARDS HUMAN RIGHTS

#### Komitmen dan Kebijakan Terkait Hak Asasi Manusia

Sebagai perusahaan jasa energi, sumber daya manusia merupakan aset utama yang dimiliki Perseroan. Oleh karenanya, Perseroan berupaya penuh dalam pengelolaan sumber daya manusia. Pengelolaan ini termasuk jaminan hak asasi manusia yang merupakan hak dasar. Komitmen Perseroan adalah berupaya memastikan kesetaraan hak serta kesempatan untuk berpartisipasi dan memberikan kontribusi dalam praktik bisnis yang dijalankan Perseroan.

Landasan dasar Perseroan sebagai kebijakan pengelolaan hak asasi manusia mengacu pada ISO 26000 Tanggung Jawab Sosial. Hal ini meliputi praktik nondiskriminasi dan perhatian pada kelompok rentan; termasuk di dalamnya masyarakat lokal, perempuan, orang dengan disabilitas dan lain-lain.

Cakupan definitif ini telah dilaksanakan oleh Perseroan, baik dalam kegiatan operasional yang melibatkan karyawan, maupun kegiatan pengelolaan kegiatan usaha yang melibatkan masyarakat di sekitar lokasi usaha. Perseroan mendefinisikan hak asasi manusia sebagai hak mendasar bagi setiap individu yang terlibat maupun yang terkena dampak dari kegiatan operasi dan usaha yang dilakukan Perseroan.

#### Lingkup dan Perumusan terhadap Hak Asasi Manusia

Komitmen Perseroan dalam penegakan hak asasi manusia adalah memperlakukan semua karyawan, calon karyawan, mitra kerja dan masyarakat lokal secara setara tanpa membedakan jenis kelamin, suku, agama, ras dan pandangan politik. Perseroan memberikan pula kesempatan dan kesetaraan hak kepada penyandang disabilitas untuk turut serta berkontribusi dalam kegiatan operasional yang dijalankan. Perhatian ini tidak hanya melingkupi pelaksanaan di area kantor pusat, melainkan pula di area operasi dengan tetap memperhatikan berbagai risiko yang mungkin muncul.

Perseroan juga menjamin hak masyarakat lokal untuk turut berkontribusi dan menjalani kehidupan dengan tenang tanpa terganggu atau terkena dampak negatif akibat kegiatan operasional Perseroan. Jika upaya penghormatan hak asasi manusia sudah ditegakkan, dan ternyata masih terjadi masalah yang berkaitan dengan hak asasi manusia, maka Perseroan berusaha untuk menyelesaikan masalah

#### Commitments and Policies Related to Human Rights

As an energy service company, human resources are the main assets owned by the Company. Therefore, the Company exerts in managing human resources. This management includes guarantees of human rights which are basic rights. The Company's commitment is to strive to ensure equality of rights and opportunities to participate and contribute to the business practices of the Company.

The basic foundation of the Company as a human rights management policy refers to ISO 26000 Social Responsibility. This includes the practice of non-discrimination and attention to vulnerable groups; including local communities, women, people with disabilities and others.

This definitive scope has been implemented by the Company, both in operational activities involving employees, as well as in managing business activities that involve the community around the business location. The Company defines human rights as fundamental rights for every individual involved and affected by the Company's operational and business activities.

#### Scope and Formulation of Human Rights

The Company's commitment to upholding human rights is to treat all employees, prospective employees, business partners and the local community equally without differentiating gender, ethnicity, religion, race and political views. The Company also provides opportunities and equal rights to persons with disabilities to participate in and contribute to the operational activities carried out. This attention does not only cover the implementation in the head office area, but also in the operational area while still taking into account various risks that may arise.

The Company also guarantees the right of local communities to contribute and live peacefully without being disturbed or negatively affected by the Company's operational activities. If efforts to respect human rights have been upheld, and in fact there are still problems relating to human rights, the Company is trying to resolve the problem properly, through deliberations to reach consensus. With these

tersebut dengan baik, melalui musyawarah untuk mufakat. Dengan berbagai pertimbangan ini, maka Perseroan berupaya semaksimal mungkin agar hak asasi manusia dapat terkelola dengan baik.

### Perencanaan Tanggung Jawab Sosial Bidang Hak Asasi Manusia

Perseroan menargetkan untuk senantiasa menjalankan prinsip-prinsip hak asasi manusia yang ditujukan untuk membina hubungan industrial secara proporsional serta menciptakan hubungan yang sinergis antara Perseroan dan karyawan untuk meningkatkan nilai. Program tanggung jawab sosial terkait hak asasi manusia yang direncanakan oleh Perseroan di antaranya adalah kesetaraan dalam kesempatan kerja dan pengembangan kompetensi, keadilan dalam pengupahan dan penghapusan diskriminasi, serta perlindungan penyaluran aspirasi dan pengaduan karyawan. Program kegiatan tanggung jawab terkait dengan hak asasi manusia ini, diharapkan membawa dampak positif bagi peningkatan produktivitas dan kinerja Perseroan, sehingga pada akhirnya dapat membawa pengaruh kepada peningkatan kesejahteraan karyawan sesuai dengan harapan *stakeholder*.

### Pelaksanaan dan Pencapaian Inisiatif Tanggung Jawab Sosial Bidang Hak Asasi Manusia

Dalam upaya memenuhi tanggung jawab sosial di bidang Hak Asasi Manusia, Perseroan menerapkan berbagai upaya. Beberapa di antaranya adalah sebagai berikut:

#### 1. Kesetaraan dan Kesempatan Bekerja Penyandang Disabilitas

Perseroan mempraktikkan praktik ketenagakerjaan secara profesional tanpa membedakan suku, agama, ras, golongan, gender, dan kondisi fisik. Hal ini termasuk kesempatan bagi penyandang disabilitas untuk dapat berkarya dan berkontribusi sebagai Pekerja Perseroan. Selain untuk memperoleh talenta terbaik yang ada, hal ini juga dilakukan untuk menciptakan budaya Perseroan yang menghargai keberagaman.

#### 2. Pelibatan Masyarakat dalam Kegiatan Operasi

Perseroan memberikan kesempatan dan kesetaraan yang sama kepada masyarakat lokal untuk berkontribusi dalam berbagai kegiatan di area operasi. Tentunya hal ini dengan mempertimbangkan berbagai faktor, salah satunya adalah kesehatan dan keselamatan

considerations, the Company makes every effort to ensure that human rights are well managed.

### Planning for Social Responsibility towards Human Rights

The Company aims to continuously implement the principles of human rights. The aim is to foster industrial relations in a proportional manner and to create synergy between the Company and employees in order to increase values. The social responsibility programs on human rights that are planned by the Company include equality in employment opportunities and competency development, fairness in wage and elimination of discrimination, as well as protection for the delivery of aspirations and complaints. These programs of social responsibility activities towards human rights are expected to have a positive impact on the productivity and performance of the Company. In the end, this will improve employee's welfare according to stakeholder expectations.

### Implementation and Achievement of Social Responsibility Initiatives in the Field of Human Rights

In an effort to fulfill social responsibility in the field of Human Rights, the Association has implemented various efforts. Some of them are as follows:

#### 1. Equality and Employment Opportunities for Persons with Disabilities

The Company practices labor practices in a professional manner regardless of ethnicity, religion, race, class, gender, and physical conditions. This includes opportunities for people with disabilities to work and contribute as Company Workers. In addition to obtaining the best available talent, this is also done to create a corporate culture that values diversity.

#### 2. Community Involvement in Operations

The Company provides equal opportunities and equality to local communities to contribute to various activities in the area of operations. Of course this is by considering various factors, one of which is work health and safety. Involvement of local communities as part of company projects



kerja. Pelibatan masyarakat lokal sebagai bagian dari proyek perusahaan umumnya adalah sebagai tenaga teknis. Fungsi kerja yang dilibatkan antara lain sebagai humas lokal, pekerja pengeboran, topografi dan sebagainya dalam survei seismik, hingga admin maupun pekerjaan lainnya.

Dalam pelibatan ini, tidak ada masyarakat lokal yang dipekerjakan secara paksa, maupun pekerja di bawah umur. Selain itu setiap pekerja juga mendapatkan honor sesuai dengan kesepakatan awal.

### 3. Kebebasan Berserikat

Perseroan memberikan hak kepada karyawan untuk bergabung dalam organisasi serikat pekerja. Organisasi ini diakui sebagai organisasi sah mewakili kepentingan karyawan di perusahaan serta dilibatkan dalam proses penyusunan Peraturan Perusahaan. Berbagai persoalan terkait ketenagakerjaan didiskusikan untuk musyawarah mufakat secara bipartit maupun tripartit.

### 4. Kegiatan Ibadah Keagamaan

Perseroan memberikan kesempatan serta keleluasan kepada karyawan untuk menjalankan kegiatan ibadah wajib, sesuai dengan agama yang dianutnya. Perseroan juga menyediakan tempat dan sarana ibadah, untuk dipergunakan sebagai tempat peribadatan tersebut.

### Inisiatif Tanggung Jawab Sosial Bidang Hak Asasi Manusia

Perseroan berkomitmen untuk menjadi perusahaan terkemuka jasa energi melalui solusi total terbaik pada layanannya. Solusi total ini sangat di pengaruhi oleh implementasi budaya kerja produktif dan terencana dalam organisasi. Maka Perseroan menetapkan sebagai salah satu instrument untuk membentuk budaya kerja yang produktif dan berkualitas dengan mengatur hak-hak dan kewajiban normatif pekerja yang meliputi syarat-syarat kerja, tata tertib, kondisi kerja serta mewujudkan kepastian hukum bagi pekerja dalam pelaksanaan hubungan kerjanya dengan Perseroan. Hal ini untuk mendorong kinerja sebagaimana harapan bersama dan juga untuk meningkatkan motivasi dan ketenangan bekerja serta meningkatkan kesejahteraan pekerja.

is generally as technical personnel. The functions of work involved include local public relations, drilling workers, topography and so on in seismic surveys, to administrators and other jobs.

In this engagement, there are no local people who are forced labor, or underage workers. In addition, each worker also gets a salary in accordance with the initial agreement.

### 3. Freedom of Association

The Company grants the right to employees to join trade union organizations. This organization is recognized as a legitimate organization representing the interests of employees in the company and is involved in the process of drafting Company Regulations. Various labor-related issues were discussed for consensus in bipartite and tripartite agreements.

### 4. Religious Worship Activities

The Company provides opportunities and flexibility for employees to carry out compulsory worship activities, in accordance with their religion. The Company also provides a place of worship and facilities, to be used as a place of worship.

### Initiatives of Social Responsibility towards Human Rights

The Company is committed to becoming a leading company in energy services by offering the best total solution services. This total solution service is influenced by the implementation of work culture that focus on productivity and planning. As such, the Company sets an instrument to ensure the productive and high quality work culture, which regulates workers' normative rights and obligations that include work conditions, rules of conduct, working conditions, as well as ensures legal certainty for workers in the implementation of their working relationship with the Company. This is conducted to improve performance as expected together and to increase motivations to work, as well as to improve worker welfare.

Dalam membuat Peraturan Perusahaan yang mengatur tentang hak dan kewajiban pekerja, Perseroan melakukan konsultasi dengan Serikat Pekerja Perseroan. Di mana Peraturan Perusahaan ini wajib ditaati serta di penuhi oleh Perseroan, Serikat Pekerja, dan seluruh pekerja.

#### **Prosedur dan Mekanisme Penanganan Konflik Terkait Hak Asasi Manusia**

Perseroan menjamin terlaksananya kebijakan dengan baik dan meminimalisasi konflik yang terjadi terkait hak asasi manusia. Oleh karenanya, Perseroan mempersilahkan setiap aduan permasalahan disampaikan kepada serikat pekerja. Setiap keluhan maupun pengaduan yang sampai akan ditindaklanjuti secara independen. Serikat pekerja dapat melakukan advokasi maupun meminta ruang penyelesaian atas suatu permasalahan.

#### **Dampak Terkait Praktik Hak Asasi Manusia**

Atas pengelolaan ini, hubungan antara Perseroan dan serikat pekerja sebagai organisasi karyawan yang sah berlangsung dengan baik. Sepanjang 2020, tidak ada persoalan antara Perseroan dengan serikat pekerja maupun karyawan.

#### **Sertifikasi Terkait Praktik Hak Asasi Manusia**

Perseroan menerapkan ISO 26000 sebagai panduan praktik hak asasi manusia. Penerapan ini meliputi kesempatan serta kesetaraan hak individu untuk berkontribusi terhadap kemajuan perusahaan, praktik nondiskriminasi terhadap pekerja pada gender, etnis maupun suku yang berbeda, serta dorongan untuk pekerja disabilitas.

In creating the Company's Regulations that govern workers' rights and obligations, the Company also consulted with the Company's Labour Union. The Company's Regulations must be obeyed and fulfilled by the Company, Labour Union, and all workers.

#### **Procedures and Mechanisms for Managing Conflict Related to Human Rights**

The Company guarantees the implementation of policies properly and minimizes conflicts that occur related to human rights. Therefore, the Company invites every complaint to be submitted to the union. Any complaints or complaints that will be followed up independently. Trade unions can advocate and ask for a solution to a problem.

#### **Impacts Regarding Human Rights Practices**

For this management, the relationship between the Company and trade unions as a legitimate employee organization runs well. Throughout 2020, there were no problems between the Company and trade unions and employees.

#### **Certification Related to Human Rights Practices**

The Company applies ISO 26000 as a guide to human rights practices. These applications include opportunities and equal rights of individuals to contribute to the progress of the company, the practice of non-discrimination against workers of different genders, ethnicities and ethnicities, as well as encouragement for workers with disabilities.



## TANGGUNG JAWAB SOSIAL PERUSAHAAN BIDANG LINGKUNGAN HIDUP

### CORPORATE SOCIAL RESPONSIBILITY TOWARDS THE ENVIRONMENT

#### Komitmen dan Kebijakan

Perseroan menyadari bahwa aktivitas operasional yang dilakukan dapat memberikan dampak positif maupun negatif bagi lingkungan hidup. Oleh karena itu, Perseroan berkomitmen untuk memaksimalkan dampak positif dari kegiatan operasional, serta meminimalkan dampak negatif yang dihasilkan terhadap lingkungan. Komitmen ini direalisasikan dengan melakukan pengelolaan lingkungan sebaik mungkin.

Upaya untuk mengimplementasikan pengelolaan lingkungan hidup ini dituangkan dalam kebijakan sebagai berikut:

1. Memastikan pengelolaan lingkungan sesuai dengan regulasi, persyaratan pelanggan dan memenuhi standar industri yang berlaku.
2. Menyiapkan Program Emergency Response dan pembekalan Sumber Daya Manusia yang kompeten dalam penanganan pencemaran.
3. Menggunakan teknologi dan sarana-prasarana yang memenuhi standar pengelolaan lingkungan.
4. Pemanfaatan sumber daya energi secara bertanggung jawab.
5. Melaksanakan program pengukuran dan pemantauan kualitas lingkungan sesuai dengan persyaratan Izin Lingkungan.
6. Minimalisasi dan mencegah risiko dan dampak pencemaran lingkungan akibat aktivitas perusahaan dengan perbaikan berkelanjutan

Sebagai landasan dari penerapan pengelolaan lingkungan hidup yang dilakukan Perseroan adalah Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup, Undang-Undang Nomor 18 Tahun 2008 tentang Pengelolaan Sampah, Undang-Undang Nomor 17 Tahun 2019 tentang Sumber Daya Air, Peraturan Menteri Lingkungan Hidup dan Kehutanan No 26 Tahun 2018 tentang Pedoman Penyusunan dan Penilaian Serta Pemeriksaan Dokumen Lingkungan Hidup dalam Pelaksanaan Pelayanan Perizinan Berusaha Teintegrasi Secara Elektronik, Peraturan Pemerintah Nomor 27 Tahun 2012 tentang Izin Lingkungan, Peraturan Pemerintah Nomor 101 Tahun 2014 tentang Pengelolaan Limbah Berbahaya dan Beracun.

#### Risiko dan Dampak Kegiatan Usaha Perusahaan terhadap Lingkungan

Perseroan memiliki tiga jasa utama yang sifat layanannya berbeda-beda. Jasa hulu migas dengan lini jasa survei seismik umumnya berlokasi

#### Commitment and Policy

The Company realizes that its operational activities can have positive or negative effects on the environment. Therefore, the Company is committed to maximizing the positive impacts of operational activities, as well as minimizing the negative impacts generated on the environment. This commitment is realized by making the best possible environmental management.

Efforts to implement the Company's environmental management are outlined in the following policies:

1. Ensuring environmental management is following the regulations, customer requirements, and meets applicable industry standards.
2. Prepare an Emergency Response Program and provision of competent human resources in handling pollution.
3. Using technology and infrastructure that meet environmental management standards.
4. Responsible use of energy resources.
5. Carry out the environmental quality measurement and monitoring program following the requirements of the Environmental Permit.
6. Minimizing and preventing the risks and impacts of environmental pollution due to company activities with continuous improvement.

Implementation basis of the Company environmental management is Law Number 32 of 2009 concerning Environmental Protection and Management, Law Number 18 of 2008 concerning Waste Management, Law Number 17 of 2019 concerning Water Resources, Ministerial Regulation Environment and Forestry No. 26/2018 concerning Guidelines for the Preparation and Assessment and Examination of Environmental Documents in the Implementation of Electronic Integrated Business Licensing Services, Government Regulation Number 27 of 2012 concerning Environmental Permits, Government Regulation Number 101 of 2014 concerning Management of Hazardous and Toxic Wastes.

#### Risks and Impacts of the Company's Business Activities on the Environment

The Company has three main services, the nature of which is different. Upstream oil and gas services with seismic survey line services are generally located



di area pemukiman penduduk, hutan, hingga laut. Sementara lini jasa pengeboran dan pengelolaan lapangan migas umumnya berlokasi di area operasional yang lebih terbatas bagi penduduk. Jasa distribusi dan logistik energi dengan kegiatan utama distribusi BBM beroperasi di berbagai wilayah padat penduduk. Jasa pendukung umumnya beroperasi di area fabrikasi ataupun warehouse.

Perbedaan sifat layanan yang berbeda-beda ini tentunya memiliki risiko dan menimbulkan dampak yang berbeda-beda terhadap lingkungan. Pada jasa hulu migas lini jasa survei seismik, Perseroan menggunakan berbagai sumber getar dalam proses perekaman, memanfaatkan air sekitar untuk pengeboran, hingga melakukan pembukaan lintasan bila diperlukan. Salah satu risiko negatif yang mungkin muncul dari berbagai aktivitas ini antara lain perubahan struktur bawah tanah maupun lautan, berubahnya vegetasi sekitar hingga limbah yang dihasilkan.

Sementara pada jasa hulu migas lini jasa pengeboran dan pengelolaan lapangan migas, Perseroan menggunakan alat pengeboran modular untuk mencapai sumber minyak. Kedalaman pengeboran dapat mencapai ribuan meter di bawah permukaan tanah. Selain itu, perseroan juga menggunakan berbagai teknologi untuk meningkatkan produksi termasuk penggunaan material maupun senyawa kimia. Risiko negatif yang muncul dari aktivitas ini antara lain pencemaran lingkungan karena material ataupun senyawa kimia yang digunakan, adanya tumpahan minyak hingga limbah B3 yang dihasilkan.

Pada jasa distribusi dan logistik energi, Perseroan mendistribusikan BBM dari suatu titik ke titik lainnya. Risiko negatif yang mungkin muncul adalah terjadinya tumpahan BBM hingga pencemaran udara yang dihasilkan dari kendaraan bermotor. Sementara jasa penunjang, memiliki risiko negatif yaitu pencemaran limbah B3 sebagai hasil aktivitas fabrikasi.

Berdasarkan berbagai risiko negatif ini, Perseroan berupaya sebaik mungkin melakukan pengelolaan lingkungan melalui berbagai kebijakan maupun program-program yang dilaksanakan.

### Rencana dan Target Kegiatan di Sepanjang Tahun 2020

Secara umum, Perseroan merencanakan berbagai program pengelolaan lingkungan baik di wilayah operasi, cabang, maupun kantor pusat. Program-

in residential areas, forests, to the sea. While the oil and gas field management and service lines are generally located in more limited operational areas for residents. Energy distribution and logistics services with the main activities of distribution of BBM operating in various densely populated areas. Supporting services generally operate in the fabrication or warehouse area.

The difference in the nature of these different services certainly has risks and causes different impacts on the environment. In the upstream oil and gas services, seismic survey line services, the Company uses various sources of vibration in the recording process, utilizing the surrounding water for drilling, to carrying out the opening of the track if necessary. One of the negative risks that may arise from these activities includes changes in the structure of the underground and ocean, changes in the surrounding vegetation to the resulting waste.

Meanwhile, in the upstream oil and gas services, drilling and oil and gas field management services, the Company uses modular drilling tools to reach oil sources. The depth of drilling can reach thousands of meters below ground level. In addition, the Company also uses various technologies to increase production including the use of materials and chemical compounds. Negative risks arising from this activity include environmental pollution due to the material or chemical compounds used, the presence of oil spills to hazard waste produced.

In energy distribution and logistics services, the Company distributes fuel from one point to another. Negative risks that may arise are the occurrence of fuel spills to air pollution generated from motor vehicles. While supporting services, have a negative risk that is hazard waste pollution as a result of fabrication activities.

Based on these negative risks, the Company makes every effort to manage the environment through various policies and programs implemented.

### Plan and Target of the Activities in 2020

In general, the Company plans various environmental management programs in the area of operations, branches and head office. The programs carried out



program yang dilakukan meliputi upaya pengelolaan energi, material, air maupun sumber daya lain, pengukuran maupun pemantauan kualitas lingkungan, memastikan tidak terjadinya tumpahan minyak, dan sebagainya.

Sebagai target kinerja di tahun 2020, Perseroan menargetkan tidak adanya tumpahan minyak maupun kerusakan lingkungan sebagai indikator utama. Tentunya hal ini selain dari target umum bahwa hasil kualitas lingkungan tetap berada di bawah ambang batas.

### Program dan Kegiatan yang Dilakukan

Perseroan melakukan program dan kegiatan tanggung jawab sosial terkait lingkungan hidup dalam bentuk kepedulian Perseroan terhadap kelestarian lingkungan dengan mencegah dampak pencemaran yang mungkin ditimbulkan dari kegiatan operasional Perseroan. Adapun program dan kegiatan tanggung jawab sosial perusahaan bidang lingkungan hidup yang dilakukan Perseroan adalah sebagai berikut:

#### 1. Pembaruan Dokumen Pengelolaan Lingkungan

Perseroan melakukan pembaruan dokumen terkait pengelolaan lingkungan di area operasional secara berkala. Tujuan dari pembaruan ini adalah untuk memastikan bahwa praktik pengelolaan lingkungan yang Perseroan jalankan telah sesuai dengan perkembangan standar industri yang berlaku. Salah satu standar yang menjadi acuan pembaruan dokumen adalah ISO 14001: 2015 Manajemen Pengelolaan Lingkungan.

#### 2. Pemanfaatan Material/Chemical secara Efektif

Perseroan menggunakan berbagai material/chemical dalam melaksanakan berbagai layanan jasa energinya. Diversifikasi jasa yang dilakukan mempengaruhi penggunaan jenis material/chemical ini berbeda-beda tiap tahunnya. Namun demikian, Perseroan selalu berusaha melakukan penggunaan material/chemical tersebut secara efektif dan efisien.

#### 3. Pemanfaatan Sumber Energi

Perseroan menggunakan 2 (dua) jenis energi, terbarukan maupun tak terbarukan dalam kegiatan operasionalnya. Empat jenis sumber energi tak terbarukan yang digunakan dalam menunjang kegiatan operasional yaitu solar, bensin, avtur dan listrik. Perseroan selalu berkomitmen melakukan diversifikasi energi dan penghematan. Upaya diversifikasi energi

include efforts to manage energy, materials, water and other resources, measurement and monitoring of environmental quality, ensuring that oil spills do not occur, and so on.

As a performance target in 2020, the Company targets no oil spills or environmental damage as the main indicator. Surely this is apart from the general target that environmental quality results remain below the threshold.

### Implemented Programs and Activities

The Company implements social responsibility programs and activities towards the environment as part of the Company's concern towards the environment. This is done by limiting pollution that may arise from the operational activities of the Company. The social responsibility programs and activities towards the environment that have been done by the Company are as follows:

#### 1. Renewal of Environmental Management Documents

The Company regularly updates documents related to environmental management in the operational area. The purpose of this reform is to ensure that the Company's environmental management practices are in accordance with the development of applicable industry standards. One of the standards used as a reference for document renewal is ISO 14001: 2015 Management of Environmental Management.

#### 2. Effective Use of Materials/Chemicals

The Company uses various materials/chemicals in carrying out its various energy services. The diversification of services performed affects the use of this type of material/chemical, which varies each year. However, the Company always strives to use these materials/chemicals effectively and efficiently.

#### 3. Utilization of Energy Sources

The Company used 2 (two) types of energy, renewable and non renewable energy in its operational activities. Four types of non-renewable energy used in supporting operational activities are diesel, gasoline, avtur, and electricity. The Company always committed to diversify and saving energy. Energy diversification is

dilakukan dengan memanfaatkan energi alternatif tenaga surya. Sedangkan upaya penghematan dilakukan dengan menerapkan kebijakan efisiensi energi, seperti penerapan desain terbuka, efisiensi pencahayaan pada area kurang produktif, night driving di area operasi, tata zona pada sistem udara dan lain-lain.

#### 4. Pengukuran Kualitas Lingkungan Kerja

Sesuai dengan regulasi dan standar industri serta pemenuhan standar ISO 14001:2015, komitmen Perseroan terhadap kualitas lingkungan kerja diterapkan dalam bentuk pemantauan atas kualitas lingkungan kerja, baik di kantor pusat, kantor cabang, maupun warehouse tempat perusahaan beroperasi. Melalui fungsi *Property Management*, *HSSE* dan *Asset Management* menyelenggarakan pengukuran maupun evaluasi kualitas lingkungan kerja secara rutin.

#### 5. Pengelolaan Limbah

Perseroan menerapkan standarisasi pengelolaan limbah meliputi pengelolaan sampah biasa atau limbah padat non B3, pengelolaan limbah padat B3, serta pengelolaan limbah cair. Pengelolaan limbah padat diimplementasikan melalui pemilahan organik, anorganik serta wadah khusus untuk limbah B3 baik di kantor pusat, kantor cabang maupun area operasi. Perseroan bekerja sama dengan pihak ketiga untuk pengangkutan, pengelolaan limbah B3 hingga proses disposal akhir.

Untuk pengelolaan limbah cair, Perseroan mengolah limbah yang dihasilkan di Kantor Pusat menggunakan *sewage treatment plant* sehingga memenuhi baku mutu dan menjadi layak buang. Limbah yang telah diolah, dapat dimanfaatkan kembali dan/atau dibuang pada saluran umum.

### Perseroan Melakukan Berbagai Kampanye untuk Terus Meningkatkan Budaya Pengelolaan Lingkungan

Bentuk Pelaksanaan CSR Bidang Lingkungan terkait Dampak terhadap Perusahaan, Pemegang Saham dan Stakeholder Lainnya. Kegiatan pengelolaan lingkungan yang dilakukan Perseroan di tahun 2020, berdampak positif terhadap kelangsungan Perseroan. Di mana melalui pengelolaan yang tepat dan sesuai prosedur yang berlaku atas operasional Perseroan, menghasilkan efisiensi biaya yang tentu saja berdampak positif terhadap kinerja keuangan

carried out by utilizing solar as alternative energy. Meanwhile, savings is conducted through energy efficiency policies implementation, such as implementing open space design, lighting efficiency in less productive areas, night driving in operational area, zoning of the air system, and others.

#### 4. Measurement of the Quality of the Work Environment

In accordance with regulations and industry standards and compliance with ISO 14001: 2015 standards, the Company's commitment to the quality of the work environment is implemented in the form of monitoring the quality of the work environment, both at the head office, branch offices, and warehouses where the Company operates. Through the Property Management function, HSSE and Asset Management conduct measurements and evaluations of the quality of the work environment on a regular basis.

#### 5. Waste Management

The Company implements standardization of waste management including management of ordinary or non-hazardous solid waste, management of hazardous solid waste, and liquid waste management. Solid waste management is implemented through organic, inorganic sorting and special containers for hazard waste at the head office, branch offices and operational areas. The Company cooperates with third parties for the transportation, management of B3 waste to the final disposal process.

For liquid waste management, the Company processes waste generated at the Head Office using a sewage treatment plant so that it meets quality standards and is suitable for disposal. Waste that has been treated, can be reused and/or disposed of in public channels.

### The Company Carries out Various Campaigns to Continuously Improve the Culture of Environmental Management

CSR Implementation in the Environmental sector related to the Impact on the Company, Shareholders and Other Stakeholders. Environmental management activities carried out by the Company in 2020, have a positive impact on the sustainability of the Company. Where through proper management and following the procedures applicable to the Company's operations, resulting



Perseroan. Di samping itu, pengelolaan lingkungan terkait kegiatan operasional juga berdampak positif terhadap kelancaran proses kegiatan usaha Perseroan, di mana hampir tidak ada pengaduan yang signifikan dari masyarakat sekitar dan pihak-pihak yang berkepentingan terkait dampak kegiatan usaha Perseroan yang mencemari lingkungan.

Sementara itu, proses identifikasi bahaya lingkungan sejak dini dan pemantauan atas dampak dan risiko lingkungan yang secara berkala dilakukan Perseroan, berdampak positif terhadap keberlanjutan usaha Perseroan yang secara langsung maupun tidak langsung memperkuat serta meningkatkan kepercayaan pemegang saham terhadap Perseroan. Di mana hingga akhir tahun 2020, hampir tidak ada pengaduan terkait masalah atau pencemaran lingkungan dari masyarakat sekitar atas setiap proses kegiatan usaha Perseroan yang berdampak signifikan terhadap kelangsungan usaha Perseroan.

Begitupun dengan pengelolaan limbah, yang dilakukan secara tepat dan berdasarkan ketentuan serta prosedur yang berlaku, sejauh ini relatif aman dan tidak terdapat pengaduan dari masyarakat lingkungan sekitar terkait pencemaran lingkungan. Hal ini tentu saja lebih memperkuat kepercayaan para pemegang saham dalam mendukung kinerja Perseroan ke depannya, guna mencapai pertumbuhan yang berkelanjutan.

### Prosedur dan Mekanisme Pengaduan Masalah Lingkungan

Perseroan telah menyusun mekanisme pengaduan masalah lingkungan terkait kegiatan usaha yang dilakukan Perseroan. Upaya ini dilakukan untuk mengontrol tingkat kenyamanan masyarakat sekitar akibat kegiatan usaha yang dilakukan oleh Perseroan. Secara umum berbagai keluhan mengenai dampak kegiatan operasional terhadap lingkungan dapat dibagi pada dua area, yaitu:

1. Area operasi, keluhan dapat disampaikan langsung kepada pimpinan yang bertanggung jawab dalam proyek.
2. Area kantor pusat, dapat disampaikan langsung kepada pengelola gedung.

### Penghargaan dan Sertifikasi di Bidang Lingkungan Hidup

Perseroan menerapkan ISO 14001: 2015 dalam hal pengelolaan lingkungan. Standarisasi ini merupakan

in cost efficiency which has a positive impact on the Company's financial performance. Besides, environmental management related to operational activities also has a positive impact on the smooth running of the Company's business activities, where there are almost no significant complaints from the surrounding community and interested parties regarding the impact of the Company's business activities that pollute the environment.

Meanwhile, the process of identifying environmental hazards from an early stage and monitoring environmental impacts and risks that the Company regularly conducts, has a positive impact on the Company's business sustainability, which directly or indirectly strengthens and increases shareholders' trust in the Company. Where until the end of 2020, there were almost no complaints related to problems or environmental pollution from the surrounding community regarding any processes of the Company's business activities that had a significant impact on the Company's business continuity.

Likewise with waste management, which is carried out appropriately and based on applicable terms and procedures, so far it is relatively safe and there have been no complaints from the surrounding community regarding environmental pollution. This of course further strengthens the confidence of shareholders in supporting the Company's future performance, to achieve sustainable growth.

### Procedures and Mechanisms of Reporting for Environmental Problems

The Company has established a mechanism for reporting complaints on environmental issues that are related to the Company's business activities. In general, various complaints regarding the impact of operational activities on the environment can be divided into two areas:

1. Area of operation, complaints can be submitted directly to the leader who is responsible for the project.
2. Head office area, can be conveyed directly to the building manager.

### Awards and Certifications in Environmental Aspect

The Company applies ISO 14001: 2015 in terms of environmental management. This standardization is

inisiatif Perseroan untuk melakukan evaluasi dan memastikan bahwa pengelolaan lingkungan yang diterapkan telah sesuai standar eksternal. Sertifikasi dari standar ini masih berlaku hingga dua tahun mendatang.

Selain itu, atas pencapaian pengelolaan lingkungan yang telah diterapkan, Perseroan meraih beberapa penghargaan. Salah satunya adalah Mahakam Award untuk ke-8 kalinya.

an initiative of the Company to conduct evaluations and ensure that the environmental management that is implemented complies with external standards. Certification of this standard is still valid for the next two years.

In addition, for the achievement of environmental management that has been implemented, the Company won several awards. One of them is the Mahakam Award for the 8th time.

#### Sertifikasi Bidang Lingkungan yang Masih Berlaku di Tahun 2020

Certifications on Environmental Aspects that Are Still Valid in 2020

Tanggal Dikeluarkannya Sertifikasi Date of Issuance	Jenis Sertifikat Types of Certification	Dikeluarkan oleh Issued by	Masa Berlaku Hingga Validity Period
22 Agustus 2019 August 22, 2019	ISO 14001 : 2015	SGS Indonesia	21 Agustus 2021 August 21, 2021

#### Penghargaan di Bidang Lingkungan Tahun 2020

Awards on the Environmental Aspect in 2020

Tanggal Date	Nama Penghargaan Award	Institusi yang Memberikan Awarding Institution
17 Januari 2020 January 17, 2020	Best Anak Perusahaan Services (APS) Hulu pada acara Vendor Day 2020 Best Subsidiary Services (APS) Hulu at Vendor Day 2020	Pertamina Hulu Indonesia (PHI)
20 Januari 2020 January 20, 2020	The Best Performance Category Material 2019 The Best Performance Category Material 2019	PT Elnusa Tbk
29 September 2020 September 29, 2020	Best Oil & Gas Exploration Services Company di Ajang IAGI Exploration Award 2020 Best Oil & Gas Exploration Services Company at IAGI Exploration Award 2020	Ikatan Ahli Geologi Indonesia (IAGI)
Desember 2020 December 2020	Award Asia Sustainability Reporting Rating 2020 "Bronze Rank" Asia Sustainability Reporting Rating 2020 Award "Bronze Rank"	National Center for Sustainability Reporting (NCSR)
Desember 2020 December 2020	Bisnis Indonesia Award 2020 untuk kategori perusahaan public yang bergerak di sektor pertambangan minyak dan gas bumi Bisnis Indonesia Award 2020 for the category of public companies engaged in the oil and gas mining sector	Bisnis Indonesia
Desember 2020 December 2020	Badan Pengatur Hilir Minyak dan Gas Bumi (BPH Migas) sebagai salah satu perusahaan yang termasuk dalam kategori "5 Badan Usaha Terpatuh Bidang Bahan Bakar Minyak (BBM)" Downstream Oil and Gas Regulatory Agency (BPH Migas) as one of the companies included in the category of "5 Compliant Business Entities in the Oil Fuel (BBM) Sector"	BPH Migas

#### Dampak Pengelolaan Lingkungan

Sepanjang 2020, tidak ada keluhan yang disampaikan masyarakat maupun pihak ketiga atas pengelolaan limbah yang dilakukan Perseroan baik di wilayah operasi maupun kantor pusat. Tidak ada pula tumpahan minyak yang terjadi.

#### Biaya dan/atau Investasi Kegiatan CSR Aspek Lingkungan

Biaya pengelolaan lingkungan Perseroan mengikat pada biaya operasional.

#### Impact of Environmental Management

Throughout 2020, there were no complaints made by the public or third parties regarding waste management carried out by the Company both in the operational area and in the head office. No oil spill happened.

#### Costs and/or Investments in CSR Activities Environmental Aspects

The Company's environmental management costs are binding on operational costs.



## TANGGUNG JAWAB SOSIAL PERUSAHAAN BIDANG KETENAGAKERJAAN, KESEHATAN DAN KESELAMATAN KERJA

CORPORATE SOCIAL RESPONSIBILITY TOWARDS EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY

### Komitmen dan Kebijakan

Hubungan industrial yang baik antara Perseroan dengan seluruh karyawan merupakan kunci dalam menunjang pencapaian berbagai target Perseroan. Implementasi kebijakan tanggung jawab sosial perusahaan terkait praktik ketenagakerjaan adalah tanggung jawab Perseroan terhadap karyawan sebagai pemangku kepentingan internal. Implementasi ini meliputi praktik terbaik atas pengelolaan ketenagakerjaan, keseimbangan antara pekerjaan dengan kehidupan pribadi, serta persamaan hak dan kesempatan kerja.

Untuk memastikan praktik ketenagakerjaan ini, Perseroan menerapkan berbagai kebijakan. Di antaranya melakukan berbagai pemenuhan atas hak karyawan, melakukan pengembangan talenta, mengupayakan remunerasi yang kompetitif, memberikan apresiasi serta menciptakan lingkungan kerja yang kondusif.

Selain praktik ketenagakerjaan, Perseroan juga mengupayakan praktik mitigasi kesehatan dan keselamatan kerja terbaik untuk para pekerjanya. Komitmen ini meliputi mitigasi maupun minimalisasi atas risiko kecelakaan, penyakit ataupun absensi kerja yang dapat terjadi pada karyawan, pelanggan, mitra kerja ataupun pemangku kepentingan lainnya.

Keberlangsungan bisnis jangka panjang Perseroan berfokus pada kemampuan untuk terus meningkatkan produk dan mutu layanan jasa energi dengan memprioritaskan aspek Kesehatan, Keselamatan Kerja, Keamanan dan Lingkungan demi mencegah terjadinya kecelakaan, gangguan keamanan cedera dan/atau sakit penyakit pada seluruh karyawan, pelanggan, mitra kerja dan pemangku kepentingan lainnya, serta kerusakan pada aset perusahaan dan lingkungan di seluruh area operasional.

Oleh karena itu, Perseroan menyatakan aspek mutu, kesehatan, keselamatan kerja, keamanan dan lingkungan (QHSSE) sebagai:

1. Prioritas utama setiap melakukan kegiatan.
2. Ukuran untuk menilai kualitas pekerjaan dan pekerja.
3. Tanggung jawab Manajemen dan seluruh pekerja.

### Commitment and Policy

Sound industrial relations between the Company and all employees is key in supporting the achievement of various targets of the Company. Implementation of corporate social responsibility policies related to labor practices is the Company's responsibility towards employees as internal stakeholders. This implementation includes the best practices for managing labor, the balance between work and personal life, as well as equal rights and employment opportunities.

The Company puts occupational health and safety as central focus points in each of its operational activities. This is a commitment of the Company to mitigate and minimize the risk of accidents, illness or absenteeism that can occur among employees, customers, work partners or other stakeholders.

In addition to labor practices, the Company also strives for the best occupational health and safety mitigation practices for its employees. This commitment includes mitigation and minimization of the risk of accidents, illness or work absences that can occur to employees, customers, business partners or other stakeholders.

The long-term business continuity of the Company focuses on the ability to continue to improve the quality of energy products and services by prioritizing Health, Safety, Security and Environment aspects to prevent accidents, injury and/or illness safety problems for all employees, customers, work partners and other stakeholders, and damage to company assets and the environment in all operational areas.

Therefore, the Company states the aspects of quality, health, work safety, security and environment (QHSSE) as:

1. The main priority for each activity.
2. Measures for assessing the quality of work and workers.
3. Responsibilities of Management and all employees.

Untuk memastikan hal itu, Perseroan akan menunjukan kepemimpinan yang aktif dan praktik kerja yang menjadikan QHSSE sebagai nilai-nilai dan budaya kerja dengan cara menerapkan standar QHSSE yang memenuhi peraturanperundangan, persyaratan pelanggan, dan standar industri yang berlaku;

1. Menyiapkan organisasi dan sumber daya manusia yang kompeten dan profesional;
2. Menggunakan teknologi dan sarana-prasarana kerja yang tepat dan memenuhi standar QHSSE;
3. Menetapkan, mengukur, mengaudit dan melaporkan kinerja QHSSE untuk melakukan perbaikan secara berkesinambungan;
4. Menghilangkan bahaya dan meminimalkan risikokeselamatan, kesehatan, keamanan dan lingkungan, mencegah pencemaran dan kerugian akibat aktifitas perusahaan dengan melakukan perbaikan berkelanjutan;
5. Menjaga komunikasi, partisipasi dan konsultasi dengan pekerja dalam peningkatan sistem manajemen QHSSE.

Perseroan menerapkan alignment dengan Pertamina group dalam penerapan Golden rules patuh intervensi dan peduli dan 12 life saving rules. Untuk enforcement dari penerapan elnusa life saving rules elnusa menerapkan zero tolerance yang lebih spesifik ke pelanggaran aktifitas pekerja. seluruh aktivitas operasional dan berlaku di seluruh lingkungan kerja Elnusa Group. Baik aturan maupun target ini adalah upaya meningkatkan implementasi K3 di lingkungan kerja. Keharusan untuk menerapkan program ini tidak hanya berlaku untuk karyawan yang berada di lapangan, melainkan berlaku untuk semua karyawan.

To ensure this, the Company will show active leadership and work practices that make QHSSE its values and work culture by implementing QHSSE standards that meet the prevailing laws and regulations, customer requirements and industry standards;

1. To prepare a competent and professional organization and human resources;
2. Using appropriate technology and work infrastructure that meet QHSSE standards;
3. Establish, measure, audit and report on QHSSE performance to make improvements on an ongoing basis;
4. Eliminate hazards and minimize risks to safety, health, security and the environment, prevent pollution and losses due to company activities by making continuous improvements;
5. Maintain communication, participation and consultation with workers in improving the QHSSE management system.

The Company implements an alignment with the Pertamina group in implementing the Golden rules, obeying intervention and care and 12 life saving rules. For enforcement of the application of Elnusa life saving rules, Elnusa applies zero tolerance which is more specific to violations of worker activity. all operational activities and apply throughout the Elnusa Group work environment. Both these rules and targets are efforts to improve the implementation of K3 in the work environment. The requirement to implement this program does not only apply to employees in the field, but also applies to all employees.



# 12 Life Saving

# Rules



**1 Tools & Equipment**  
Pastikan peralatan dan perlengkapan layak pakai, terawat dan sesuai dengan pekerjaan yang dilakukan.

**7 Fit to Work**  
Pastikan anda memenuhi persyaratan medis, fit dan tidak mengkonsumsi narkoba untuk bekerja sesuai pekerjaan.

**2 Safe Zone Position**  
Pastikan Anda bekerja di area serta di posisi yang aman, dengan memahami prosedur dan instruksi kerja dengan benar.

**8 Working At Height**  
Pastikan tersedia alat pencegah jatuh saat bekerja di ketinggian.

**3 Permit to Work**  
Setiap pekerjaan wajib mempunyai izin kerja sesuai dengan risikonya.

**9 Personal Protective Equipment**  
Pastikan APD selalu digunakan saat bekerja atau berada di area yang memiliki potensi bahaya.

**4 Energy Isolation**  
Pastikan energi sudah diisolasi sebelum melakukan pekerjaan, dengan aturan Log Out, Tag Out dan Discharge Test.

**10 System Override**  
Pastikan mendapatkan izin dan otorisasi sebelum melakukan *override* / *bypass* atau menonaktifkan *safety equipment*.

**5 Confined Space**  
Pastikan anda memiliki otorisasi dan izin kerja yang valid sebelum masuk ke dalam ruang terbatas.

**11 Asset Integrity**  
Pastikan fasilitas telah dilakukan inspeksi, pengujian dan pemeliharaan sesuai prosedur dan peraturan.

**6 Lifting Operation**  
Pastikan operasi pengangkatan terencana, terawasi dan dilaksanakan oleh personil yang berkompeten.

**12 Safety Driving**  
Pastikan anda berkendara dengan aman dan patuh terhadap peraturan dan persyaratan lalu lintas.

**Keselamatan dan Kesehatan Kerja Adalah Hak dan Tanggung Jawab Setiap Pekerja**  
Occupational Health and Safety is Every Workers' Right and Responsibility



## Lingkup dan Perumusan Tanggung Jawab Sosial Aspek Ketenagakerjaan, Kesehatan dan Keselamatan Kerja

Lingkup kegiatan tanggung jawab sosial perusahaan terkait ketenagakerjaan, kesehatan dan keselamatan kerja terdiri dari pada program ketenagakerjaan yang meliputi kesetaraan *gender*, kesempatan kerja yang sama, kesetaraan dalam program pengembangan kompetensi Sumber Daya Manusia, program pelatihan, pemenuhan hak kesejahteraan karyawan, remunerasi, pembentukan lingkungan kerja yang kondusif, rekrutmen dan *sistem pengelolaan kinerja*, Human Resource Information System (HRIS), apresiasi terhadap karyawan, kebebasan berserikat, serta program lainnya.

## Rencana dan Target Kegiatan di Sepanjang Tahun 2020

Perseroan merencanakan dan menargetkan objektif yang hendak dicapai tiap tahunnya. Dalam lingkup tanggung jawab sosial ketenagakerjaan, Perseroan menargetkan peningkatan kapabilitas SDM yang unggul melalui program multi talented, membangun budaya kinerja tinggi dan mengimplementasikan berbagai program otomasi proses bisnis ketenagakerjaan untuk meningkatkan layanan kepada pekerjanya. Selain itu untuk memastikan peran strategisnya, Perseroan juga memastikan ketersediaan sumber daya yang kompeten untuk dapat memberikan jasa terbaik kepada pelanggan.

Dalam lingkup tanggung jawab sosial kesehatan dan keselamatan kerja, Perseroan menargetkan tidak adanya kecelakaan kerja yang menyebabkan kematian maupun hilangnya waktu kerja. Target ini berlaku bukan hanya kepada karyawan, melainkan mitra kerja yang turut serta mendukung pekerjaan operasional perusahaan.

## Program dan Kegiatan Terkait Ketenagakerjaan

### 1. Pemenuhan Hak Karyawan

Keseimbangan antara Pekerjaan dan Kehidupan Pribadi, Kesetaraan *Gender*, Kesempatan Kerja yang Sama, dan Pengembangan Karir.

Sistem rekrutmen Perseroan memberikan kesempatan yang sama kepada semua Warga Negara Republik Indonesia untuk dapat diterima menjadi karyawan Perseroan. Perseroan menjamin tidak adanya pemaksaan kerja kepada karyawan.

## Scope and Formulation of Social Responsibility towards Employment, Occupational Health and Safety

The scope of corporate social responsibility activities towards employment, occupational health and safety consists of employment programs which include gender equality, equal employment opportunities, equality in Human Resources competency development programs, training programs, fulfillment of employee welfare rights, remuneration, establishment of a conducive work environment, recruitment and performance management systems, Human Resource Information System (HRIS), appreciation for employees, freedom of association, and other programs.

## Planned Activities and Target in 2020

The Company plans and targets the objectives to be achieved each year. Within the scope of social responsibility for labor, the Company targets to improve the capability of superior human resources through multi-talented programs, build a high-performance culture and implement various employment business process automation programs to improve services to its employees. In addition to ensuring its strategic role, the Company also ensures the availability of competent resources to be able to provide the best service to customers.

Within the scope of occupational health and safety social responsibility, the Company targets no work accidents that cause death or loss of work time. This target applies not only to employees, but partners who participate in supporting the company's operational work.

## Programs and Activities Related to Employment

### 1. Fulfillment of Employee Rights

Work Life Balance, Gender Equality, Equal Opportunity in Working and Career Development.

The Company's recruitment system provides equal opportunities to all citizens of the Republic of Indonesia to be accepted as employees. The Company guarantees there is no forced labor to employees. Every workers with over time request had a fair compensation.



Setiap pekerja yang mendapatkan perintah untuk bekerja lembur mendapatkan kompensasi sebagai timbal balik. Demikian juga halnya dalam pengembangan karir, sistem pengembangan Sumber Daya Manusia (SDM) yang berlaku di internal Perseroan. Pengembangan SDM dilakukan dalam berbagai bentuk seperti pelatihan, penugasan, termasuk mutasi pekerjaan berupa rotasi atau promosi. Perseroan memberikan hak yang sama pada setiap karyawan tanpa membedakan latar belakang identitas dan *gender*, sebagaimana tercantum dalam Peraturan Perusahaan.

## 2. Pengembangan Talenta Tenaga Kerja

Sumber Daya Manusia merupakan penggerak utama dalam operasional Perseroan, karena itu potensi dan talenta yang dimiliki SDM harus dapat dipertahankan dan dikembangkan serta dipergunakan secara optimal. Perseroan berkewajiban untuk melakukan upaya-upaya tersebut, salah satunya berbentuk pendidikan dan pelatihan.

Penyelenggaraan pengembangan kompetensi dalam bentuk pelatihan di lingkungan Perseroan dilakukan oleh Elnusa Petroleum School (EPS). EPS bertanggung jawab memastikan penyelenggaraan program pelatihan dan pembelajaran, melakukan review terhadap kompetensi setelah proses pelatihan, dan memastikan adanya dokumentasi serta pemutakhiran materi knowledge management dalam rangka mendukung peningkatan kompetensi SDM di Perseroan.

Pendidikan dan pelatihan bertujuan untuk meningkatkan mutu, keahlian, kemampuan dan keterampilan serta profesionalisme. Perseroan memberikan kesempatan yang sama kepada karyawan untuk mengikuti Program Pendidikan dan Pelatihan dengan biaya penuh dari Perseroan.

## 3. Remunerasi

Perseroan senantiasa menaati seluruh aturan yang berlaku terkait remunerasi kepada karyawan, yang besarnya telah disesuaikan dengan ketentuan yang berlaku dan berada di atas standar Upah Minimum yang berlaku di wilayah operasional Perseroan. Secara berkala Perseroan melakukan Salary Survey untuk memastikan remunerasi yang diterima

Any employees who is ordered to work overtime is compensated in return. Likewise, in career development, the Human Resources (HR) development system that applies within the Company.

Human resource development is carried out in various forms, such as training, assignments, including job transfers such as rotations or promotions. The Company provide equal rights to every employee regardless of identity background and gender, as stated in the Company Regulations.

## 2. Workforce Talent Development

Human Resources is the main driver of the Company's operations. Therefore, the potential talents and skills of the employees must be maintained and developed and used optimally. The Company is obliged to make these efforts, and one of which takes the form of education and training.

The implementation of training within the Company is carried out by Elnusa Petroleum School (EPS). EPS is responsible for ensuring the implementation of training and learning programs, conducting competency reviews after the training process, and ensuring that there is documentation and updating of knowledge management materials to support the improvement of HR competencies in the Company.

Education and training aims to improve the quality, expertise, abilities and skills and professionalism of the employees. The Company provides equal opportunities for all employees to take part in the Education and Training Program at the full expense of the Company.

## 3. Remuneration

The Company always adheres to all applicable regulations regarding remuneration for employees, the amount has been adjusted to the applicable regulations and is above the Minimum Wage standard applicable in the operational area of the Company. The Company periodically conducts a Salary Survey to ensure the remuneration received by employees

oleh pekerja dengan berdasarkan cost living adjustment dan market competitiveness. Hal ini perlu dilakukan untuk menjaga agar talent tetap bertahan di Perseroan dan termotivasi untuk meningkatkan produktifitasnya.

#### 4. Apresiasi

Perseroan memberikan penghargaan internal dalam rangka memotivasi efektivitas kinerja karyawan, penghargaan ini diharapkan dapat menjadi contoh baik bagi karyawan lainnya untuk dapat meningkatkan standarisasi yang sesuai dengan prosedur tetap yang dimiliki Perseroan.

Perseroan juga memberikan tanda penghargaan yang diberikan kepada karyawan yang telah berkontribusi dan memperlihatkan loyalitasnya kepada Perseroan. Tanda penghargaan yang diberikan Perseroan kepada karyawan yang telah bekerja terus menerus dengan sungguh-sungguh setia dan berkelakuan baik dalam jangka waktu tertentu.

#### 5. Pembentukan Lingkungan Kerja yang Kondusif

Dalam rangka untuk menciptakan lingkungan kerja yang baik bagi seluruh pekerja, sekaligus menjalankan *program community development* untuk lingkungan sekitar, Perseroan telah melakukan serangkaian program employee welfare di lingkungan Perseroan. Program-program tersebut dilakukan secara mingguan, bulanan, maupun tahunan dalam bentuk kegiatan olahraga, keagamaan dan fasilitas serta bentuk lain nya, seperti memberikan bantuan kesejahteraan :

- a. Penghargaan Masa Kerja/Ulang Tahun Dinas (UTD);
- b. Program Siap Pensiun (SiPP);
- c. Penghargaan Pekerja Masa Persiapan Pensiun (MPP) usia 55 tahun;
- d. Bantuan Ibadah: Haji, Umrah, dan Jerusalem;
- e. MCU Massal;
- f. Pemberian vaksinasi;
- g. Fasilitas kesehatan (klinik, dokter, dan ambulance);
- h. Bantuan Melahirkan;
- i. Bantuan Pemakaman;
- j. Beasiswa untuk anak Pekerja berprestasi;
- k. Bantuan anak yatim piatu & dhuafa;
- l. Fasilitas tempat olahraga dengan 17 cabang olahraga dan 2 cabang kesenian;
- m. Olahraga Online;

based on cost living adjustments and market competitiveness. This is necessary to ensure that talents remain in the Company and motivated to increase their productivity.

#### 4. Appreciation

The Company gives internal awards in order to motivate the employee to work effectively. This award serves as a good example for other employees so as to be able to increase standardization processes in accordance with fixed procedure of the Company.

The Company also gives a token of appreciation to employees who have contributed and show their loyalty to the Company. A token of appreciation is given by the Company to employees who have loyally worked continuously in a good manner for a certain period.

#### 5. Establishing Conducive Work Environment

In order to create a good work environment for all employees, as well as to run community development programs for the surrounding environment, the Company has done a series of welfare programs for employees within the Company. These programs are carried out on a weekly, monthly, or annual basis in the form of sports, religious activities, and other facilities, as well as in other forms, such as providing welfare assistance:

- a. Service Period/Anniversary Award (UTD);
- b. Ready Retirement Program (SiPP);
- c. Employee Award for Retirement Preparation Period (MPP) aged 55 years;
- d. Worship Assistance: Hajj, Umrah and Jerusalem;
- e. Bulk MCU;
- f. Vaccination;
- g. Health facilities (clinics, doctors, and ambulances);
- h. Childbirth Assistance;
- i. Funeral Assistance;
- j. Scholarships for children of outstanding workers;
- k. Assistance for orphans & poor people;
- l. Sports venue facilities with 17 sports and 2 arts;
- m. Online Sports;



- n. Fasilitas ibadah (Masjid & Musholla disetiap lantai Gedung);
- o. Fasilitas untuk kegiatan keagamaan: Program Ramadhan, Idul Qurban, Pengajian Bulanan, Kajian Muslimah dan Pendalaman Iman;
- p. Perayaan Hari Ulang Tahun (HUT) PT Elnusa Tbk;
- q. Bantuan Kemanusiaan untuk Bencana Alam, meliputi bantuan gempa dan banjir, dan bantuan sembako untuk tenaga harian dan outsourcing;
- r. Bantuan pulsa.

#### 6. Kebebasan Berserikat

Perseroan selalu berupaya untuk menciptakan suasana kerja yang terbuka dan positif dalam rangka meningkatkan hubungan industrial yang harmonis, dinamis dan adil. Perseroan berupaya membangun hubungan ketenagakerjaan yang menjamin kebebasan semua Pekerja untuk masuk dalam organisasi pekerja (Serikat Pekerja) yang dikelola secara profesional sebagai sarana penghubung antara Pekerja dan Perseroan, sebagaimana diatur dalam Undang-Undang No. 13 Tahun 2003 dan Undang-Undang Cipta Kerja No. 11 Tahun 2020 tentang Ketenagakerjaan.

Serikat pekerja Elnusa bernama SP Elnusa (SPE) juga memberikan konsultasi kepada Perseroan dalam penyusunan Peraturan Perusahaan (PP) tahun 2019 – 2021 yang mengatur hak dan kewajiban karyawan kepada Perseroan dan sebaliknya. Dokumen Peraturan Perusahaan (PP) yang mengikat pihak Manajemen Perseroan dan SP Elnusa terakhir disahkan melalui Keputusan Direktur Jenderal Pembinaan Hubungan Industrial dan Jaminan Sosial Tenaga Kerja No. KEP.411/PHIJSK-PKKAD/PP/IV/2015 pada tanggal 17 April 2015. Perseroan terbilang cukup berhasil dalam mengelola hubungan yang kondusif dengan karyawan, di mana di sepanjang tahun 2020, tidak terdapat demonstrasi yang dilakukan oleh para karyawan.

#### 7. Human Resource Information System (HRIS)

Selama tahun 2020, Perseroan terus melakukan improvement terhadap sistem HRIS yang dimiliki dalam bentuk penambahan fitur lainnya. Beberapa aplikasi yang telah dibuat dalam rangka mendigitalisasi proses-proses pengelolaan SDM pada tahun 2020 adalah sebagai berikut:

- a. Perjalanan Dinas Online Luar Negeri
- b. Recruitment Online 2.0
- c. Overtime Online
- d. Presence Online
- e. HC Dashboard

- n. Prayer facilities (mosque & prayer room on each floor of the building);
- o. Facilities for religious activities: Ramadhan program, Eid al-Qurban, monthly recitation, study Muslimah and Deepening of Faith;
- p. PT Elnusa Tbk's Birthday Celebration (HUT);
- q. Humanitarian Assistance for Natural Disasters, including earthquake and flood assistance, and assistance basic needs for daily labor and outsourcing;
- r. Credit assistance.

#### 6. Freedom of Association

The Company always strives to create an open and positive work atmosphere to promote harmonious, dynamic, and fair industrial relations. The Company seeks to build an employment relationship that guarantees the freedom of all employees to join a workers 'organization (Labor Union) which is managed professionally as a communication platform of the employees and the Company, as regulated in Law No. 13 of 2003 and the Job Creation Laws No. 11 of 2020 concerning Manpower.

The Elnusa trade union, namely SP Elnusa (SPE), also gives consultations to the Company in the preparation of Company Regulations (PP) 2019 – 2021, which regulates employees' rights and obligations to the Company and vice versa. The last document on the Company Regulation (PP) that binds the Company Management and the Elnusa SP was ratified by Decision of the Director General of Industrial Relations and Workers Social Security No. KEP.411/PHIJSK-PKKAD/PP/IV/2015 on April 17, 2015. The Company has been quite successful in managing conducive relationships with employees, whereby throughout 2020, there were no demonstrations conducted by employees.

#### 7. Human Resource Information System (HRIS)

Throughout 2020, the Company always improving HRIS system by added other features. Several application has been organized to digitalized HR management process in 2020, as follows:

- a. Overseas online official travel
- b. Recruitment online 2.0
- c. Overtime Online
- d. Presence Online
- e. HC Dashboard

### Program dan Kegiatan Terkait Kesehatan dan Keselamatan Kerja (K3)

#### 1. ELNUSA Golden Rules

Elnusa Golden Rules terkait dengan keselamatan merupakan nilai keselamatan yang dimiliki oleh pekerja untuk menerapkan keselamatan terhadap diri sendiri dan orang di sekitar kita, Elnusa Golden rules sebagai berikut :

- a. Patuh : Anda dan saya patuh pada hukum, kebijakan, peraturan dan prosedur
- b. Intervensi : anda dan saya harus segera melakukan intervensi terhadap tindakan tidak aman dan yang menyalahi peraturan
- c. Peduli : anda dan saya peduli pada setiap orang di sekitar kita

### Programs and Activities Related to Occupational Health and Safety (OHS)

#### 1. ELNUSA Golden Rules

Elnusa Golden Rules related to safety are the safety values that workers have to implement safety for themselves and those around us, the Elnusa Golden rules are as follows:

- a. Compliance: You and I comply with laws, policies, rules and procedures
- b. Intervention: you and I must immediately intervene against unsafe and illegal acts
- c. Care: you and I care for everyone around us



- Anda dan Saya **PATUH** pada hukum, kebijakan, peraturan dan prosedur.
- Anda dan Saya harus segera melakukan **INTERVENSI** terhadap tindakan tidak aman dan yang menyalahi peraturan.
- Anda dan Saya **PEDULI** pada setiap orang di sekitar kita.



2. ELNUSA ZERO TOLERANCE

Program Elnusa Zero Tolerance (EZT) merupakan rencana aksi Perseroan dalam menjunjung tinggi HSE dengan tidak memberikan toleransi atas pelanggaran yang dilakukan. Program EZT ini ditujukan untuk setiap tindakan tidak aman yang didasarkan atas:

- a. Kriteria pelanggaran yang tegas dan telah jelas kebijakan/ standar prosedur/instruksi kerja/aturan K3 lainnya.
- b. Pengamatan langsung atau tidak langsung dengan bukti yang dapat diterima.

Setiap pelanggaran EZT dikategorikan sebagai pelanggaran berat dan dikenai sanksi. Program ini berlaku di seluruh wilayah kerja Perseroan dan Anak Perusahaan untuk semua level baik Direksi, Manajemen, Supervisor, Staf, maupun Mitra Kerja.







2. ELNUSA ZERO TOLERANCE

The Elnusa Zero Tolerance (EZT) program is the Company's action plan in upholding HSE by not tolerating any violations committed. The EZT program is intended for any unsafe acts that are based on:

- a. Criteria for violations that are firm and have clear policies/standard procedures/work instructions/other OSH rules.
- b. Direct or indirect observation with acceptable evidence.

Every violation of the EZT is categorized as a serious violation and is subject to sanctions. This program applies in all work areas of the Company and its Subsidiaries for all levels, including Board of Directors, Management, Supervisors, Staff, and Work Partners.

Elnusa Zero Tolerance

 <p>Wajib menggunakan APD sesuai pekerjaan dan area kerja. Must use the appropriate PPE in accordance to the nature of the work and work areas involved.</p>	 <p>Tidak mengemudi di atas batas kecepatan yang ditetapkan. Don't drive above specified speed limits.</p>	 <p>Wajib menggunakan sabuk pengaman saat berkendara (pengemudi dan penumpang). Must use a seat belt when driving (both driver and passengers).</p>
 <p>Tidak menggunakan alat komunikasi saat berkendara (pengemudi). Don't use communication tools when driving (driver).</p>	 <p>Wajib menggunakan life jacket saat menggunakan alat transportasi air. Must use a life jacket when using water transportation.</p>	 <p>Pekerjaan yang Tidak Rutin atau Berisiko Tinggi Wajib Dilakukan Kaji Risiko JSA Work that is not Routine or High Risk must be Conducted a JSA Risk Assessment</p>

Implementasi Program K3 di Seluruh Area Operasi Program ini merupakan komitmen Perseroan dalam memastikan zero fatality dan kinerja K3 ekselen di setiap area operasi. Upaya ini dilakukan dengan:

- a. Melaksanakan dan mengembangkan program kerja K3 operasi yang mengacu pada rencana & target perusahaan, sistem manajemen, persyaratan klien serta perundang-undangan yang berlaku,
- b. Melakukan kampanye K3, induksi, pelatihan

Implementation of the K3 Program in All Operational Areas This program is the Company's commitment to ensuring zero fatality and excellent K3 performance in each operating area. This effort is carried out by:

- a. Carry out and develop a work program of K3 operations that refers to the company's plans & targets, management systems, client requirements and applicable legislation,
- b. Conduct K3 campaigns, induction, competency

- kompetensi dan program pendukung K3 lain,
- c. Memonitor dan memastikan implementasi K3 operasi telah sesuai dengan standar manajemen K3 Perseroan, dan
  - d. Menjalankan, mengawasi, mengkoordinasikan serta menyiapkan sarana dan prasarana serta SDM yang dibutuhkan untuk menunjang implementasi program kerja K3.

Untuk menjamin pemenuhan aspek K3 bagi pekerja, Perseroan juga menegaskan komitmen ini dalam Peraturan Perusahaan (PP). Pemenuhan aspek K3 bagi pekerja tercantum dalam PP Bab VI Pasal 32 hingga Pasal 45, atau 20% dari keseluruhan pasal yang terdapat pada PP. Hal ini merupakan bentuk kepatuhan dan komitmen terhadap K3 yang menjadi tanggung jawab bersama baik pihak manajemen maupun karyawan.

### 3. Hazard Observation

Setiap pekerja Perseroan diwajibkan untuk melakukan observasi, mencatat, melaporkan dan melakukan upaya perbaikan atas kondisi tidak aman yang didapati pada lingkungan kerja. Upaya ini merupakan bagian dari pembudayaan aspek K3 dengan melibatkan seluruh karyawan. Partisipasi karyawan dalam HOC ini merupakan salah satu parameter dalam KPI individu yang menentukan penilaian kerja individu.

Mengembangkan Sistem Pemantauan Kinerja K3 Perseroan mengembangkan sistem daring pemantauan kinerja operasi dan K3 secara terintegrasi. Pada sistem ini kinerja K3 Perseroan dan anak perusahaan telah dapat dipantau dengan baik melalui dashboard kinerja.

### 4. Stop Work Authority

Perseroan memberikan otorisasi untuk melakukan penghentian pekerjaan yang berpotensi kecelakaan kerja. Tujuan otorisasi ini adalah untuk mengurangi atau memastikan tidak terjadinya kecelakaan serta memastikan bahwa setiap pekerja menjadi garda terdepan K3. Setiap tindakan menghentikan pekerjaan dicatat, dianalisis dan dijadikan pembelajaran bagi pekerja lainnya agar kejadian serupa tidak terjadi lagi. Semua pekerja baik karyawan, mitra kerja, pelanggan, maupun tamu dapat melakukan SWA ini pada pekerjaan yang sedang berlangsung.

- training and other K3 support programs,
- c. Monitor and ensure that the implementation of K3 operations is in accordance with the Company's K3 management standards, and
  - d. Carrying out, supervising, coordinating, and preparing the facilities and infrastructure and the human resources needed to support the implementation of the K3 work program.

To ensure the fulfillment of K3 aspects for employees, the Company also affirms this commitment in the Company Regulations (PP). The fulfillment of K3 aspects for workers is listed in PP Chapter VI Article 32 to Article 45, or 20% of the total articles contained in PP. This is a form of compliance and commitment to K3 which is a shared responsibility of both management and employees.

### 3. Hazard Observation

Every employee of the Company is required to observe, record, report and make efforts to correct unsafe conditions found in the work environment. This effort is part of the civilization of the K3 aspect by involving all employees. Employee participation in this HOC is one of the parameters in individual KPIs that determine individual work appraisals.

Developing an OHS Performance Monitoring System The Company has developed an integrated OSH and OHS performance monitoring system online. In this system the K3 performance of the Company and its subsidiaries can be properly monitored through the performance dashboard.

### 4. Stop Work Authority

The company gives authorization to terminate work that has the potential for work accidents. The purpose of this authorization is to reduce or ensure that accidents do not occur and ensure that every worker is at the forefront of K3. Every action to stop work was recorded, analyzed, and used as learning for other workers to prevent similar incidents happen in the future. All workers, whether employees, work partners, customers, or guests can perform this SWA on work in progress.



5. Menyiapkan Organisasi dan SDM yang Kompeten dan Profesional  
Pembudayaan K3 perlu didukung dengan tata kelola organisasi dan kompetensi individu yang baik. Oleh karena itu, untuk mendukung tujuan ini Perseroan membentuk tim task force HSSE dan menjadikan pelatihan K3 sebagai kompetensi wajib yang harus dimiliki oleh setiap pekerja.
6. Pelatihan Kompetensi K3  
Perseroan menyelenggarakan pelatihan K3 untuk seluruh karyawannya sebagai investasi dalam mendukung penerapan budaya K3. Salah satu topik pelatihannya adalah Basic Safety Training yang difasilitasi oleh Elnusa Petroleum School. Selain basic safety training, Elnusa petroleum school juga melakukan sharing session terkait HSE baik melalui email atau virtual event yang diselenggarakan setiap harinya. Pelatihan mandatori lainnya adalah manajemen K3 berbasis ISO 9001, ISO 14001 serta OHSAS 18001 level manajemen dan personel operasi.
7. Mengevaluasi Kinerja K3 untuk Perbaikan Berkesinambungan  
Perseroan selalu mengevaluasi kinerja K3 pada tataran strategis dan operasional. Hal ini bertujuan sebagai bahan evaluasi untuk perbaikan kinerja K3 ke depannya. Evaluasi strategis dilakukan dengan mengacu pada berbagai standar manajemen K3, sedangkan operasional adalah dengan mengevaluasi piramida K3 dari waktu ke waktu. Capaian hasil dalam tiga tahun terakhir dapat dilihat pada kinerja K3 yang dibagi persegmen bisnis. Beberapa parameter yang masuk dalam pengukuran adalah catatan mengenai adanya kecelakaan kerja yang menyebabkan kematian, kehilangan waktu kerja, penanganan medis dan lain-lain.
8. Audit Penerapan Sistem Manajemen K3 Terintegrasi  
Untuk memastikan penerapan K3, Perseroan secara rutin melaksanakan audit terintegrasi. Audit ini bertujuan untuk melihat konsistensi penerapan, melakukan perbaikan serta peningkatan yang berkesinambungan terhadap sistem yang ada di Perseroan. Beberapa audit yang dilaksanakan di tahun 2020 diantaranya :  
a. Audit Internal dan Eksternal ISO 9001:2015  
b. Audit Internal dan Eksternal ISO 14001:2015  
c. Audit Internal dan Eksternal ISO 45001:2018
5. Preparing Competent and Professional Organizations and HR  
K3 culture needs to be supported by good organizational governance and individual competence. Therefore, to support this goal, the Company formed an HSSE task force team and made K3 training a mandatory competency that every employee must have.
6. K3 Competency Training  
The Company conducts OHS training for all of its employees as an investment in supporting the implementation of the K3 culture. One of the training topics is Basic Safety Training which is facilitated by Elnusa Petroleum School. Besides of basic safety training, Elnusa petroleum school also conducts sharing sessions related to HSE either via email or virtual events which are held every day. Other mandatory training is K3 management based on ISO 9001, ISO 14001 and OHSAS 18001 management and operational personnel levels.
7. Evaluating OHS Performance for Sustainable Improvement  
The Company always evaluates K3 performance at strategic and operational levels. This is intended as an evaluation material for future K3 performance improvements. Strategic evaluation is carried out by referring to various OSH management standards, while operational is by evaluating the K3 pyramid from time to time. The results achieved in the last three years can be seen in the K3 performance which is divided into business segments. Some of the parameters included in the measurement are records of work accidents that cause death, loss of work time, medical treatment and others.
8. Audit of the Implementation of the Integrated OHS Management System  
To ensure the implementation of K3, the Company routinely carries out integrated audits. This audit aims to see the consistency of implementation, make improvements and continuous improvements to the existing systems in the Company. Some of the audits carried out in 2020 include:  
a. Internal and External Audit ISO 9001: 2015  
b. Internal and External Audit ISO 14001: 2015  
c. Internal and External Audit ISO 45001: 2018



d. Audit Internal Terintegrasi SUPREME, Survei Budaya HSSE dan *Fit to Work Assessment*.

9. Virtual Management Walkthrough  
 Kunjungan manajemen atau management walkthrough (MWT) merupakan salah satu bentuk evaluasi dan komitmen manajemen Perseroan dalam upaya meningkatkan kepedulian, tanggung jawab dan budaya K3 di lingkungan operasi. Walaupun dalam Kondisi Pandemi Covid-19, Kegiatan MWT tetap dijalankan dengan media daring. Sehingga tujuan dari MWT untuk mencapai zero fatality serta mewujudkan lingkungan kerja yang sehat, aman dan nyaman dapat dicapai. Dalam kegiatan MWT, manajemen melakukan evaluasi implementasi kebijakan dan program K3 serta berdiskusi dengan karyawan di lapangan mengenai isu-isu yang terkait K3 dan operasional. Selanjutnya isu-isu ini diberikan solusi langsung ataupun dikoordinasikan dengan fungsi lain terkait untuk dapat dicarikan solusi terbaiknya.

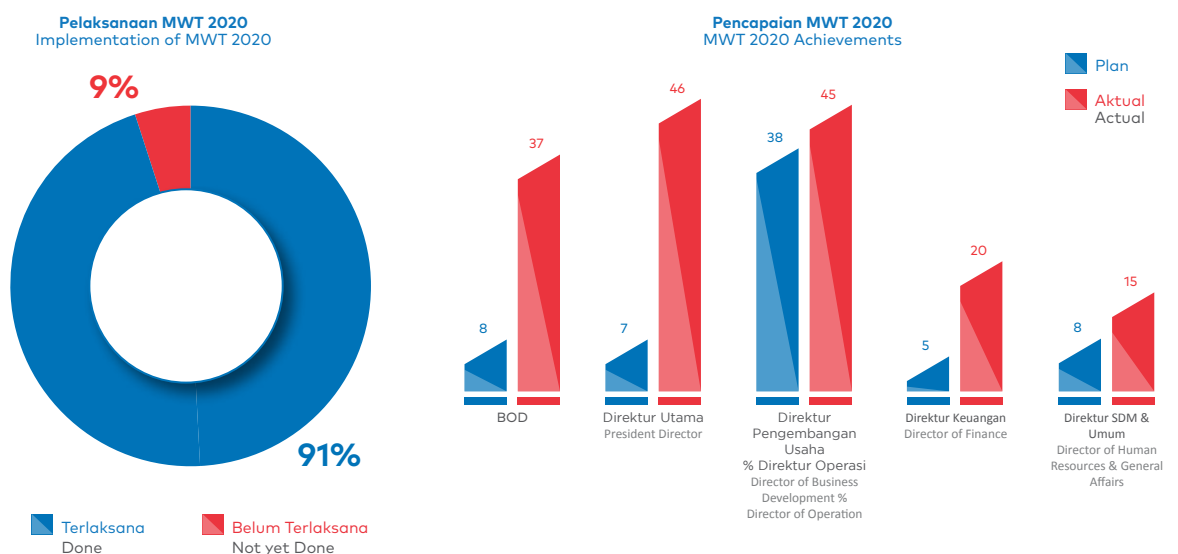
Pada waktu pandemi pekerja melakukan pekerjaan di lapangan dengan jadwal yang lebih lama, sehingga terdapat kemungkinan fatigue ataupun jenuh. Virtual Management walkthrough selama pandemic dilakukan setiap minggu untuk lebih mendekatkan management dengan pekerja dan memantau isu-isu terkini yang ada di lapangan lebih intensif.

d. SUPREME Integrated Internal Audit, HSSE Culture Survey and Fit to Work Assessment.

9. Virtual Management Walkthrough  
 Management visits or management walkthroughs (MWT) are a form of evaluation and commitment of the Company's management to increase awareness, responsibility, and OHS culture in the operating environment. Even in the Covid-19 Pandemic condition, MWT activities were still carried out online. So that the goal of MWT to achieve zero fatality and create a healthy, safe, and comfortable work environment, can be achieved. In MWT activities, management evaluates the implementation of OHS policies and programs and has discussions with employees in the field regarding issues related to OHS and operations. Furthermore, these issues are given direct solutions or coordinated with other related functions to find the best solutions.

During a pandemic, the employees work in the field on a longer schedule, so there is the possibility of being fatigued or bored. Virtual Management walkthroughs during the pandemic are carried out weekly to bring management closer to employees and monitor current issues in the field intensively.

**Evaluasi Management Walkthrough 2020**  
 2020 Management Walkthrough Evaluation





10. Penerapan Sistem Manajemen Keselamatan Kerja Kontraktor (CSMS)

Sistem ini merupakan standar wajib yang harus dipenuhi oleh mitra kerja Perseroan dengan tingkat potensi kecelakaan kerja tinggi. Melalui Contractor Safety Management System (CSMS), Perseroan melakukan evaluasi kepada para mitra kerja mengenai aspek K3 sebagai bentuk prakualifikasi sebelum memulai pekerjaan. Hal ini dilakukan untuk memastikan bahwa mitra kerja layak untuk melakukan pekerjaan dan mendukung tercapainya target kinerja K3 Perseroan. Monitoring atas CSMS ini dilakukan secara kontinyu. Hal ini untuk mendorong mitra kerja agar terus melakukan perbaikan berkelanjutan sehingga meminimalkan risiko kecelakaan kerja serta membudayakan bahwa K3 merupakan tanggung jawab bersama.
11. Menggunakan Sarana dan Prasarana Kerja Sesuai Standar K3

Komitmen Perseroan dalam membudayakan K3 juga diimbangi dengan penyediaan fasilitas sarana dan prasana kerja K3. Hal ini termasuk penggunaan alat pelindung diri standar yang harus dikenakan saat bekerja. Ketentuan mengenai hal ini ada pada kebijakan K3, Elnusa Golden Rules, Elnusa Life saving rules dan Elnusa Zero Tolerance. Selain itu, Perseroan juga mendirikan Crisis Management Center (CMC) yang merupakan wadah untuk penanggulangan bencana. Aktivasi CMC dapat dilakukan secara berjenjang berdasarkan tingkatan kondisi darurat atau krisis yang terjadi. Terdiri dari level 1 yaitu keadaan darurat di lokasi operasi, yang jika tidak bisa ditangani akan naik ke level 2 yaitu keadaan darurat di level operasional/divisi dan yang paling darurat adalah level 1 yang membutuhkan penanganan dengan melibatkan bantuan lintas kawasan/area serta instansi pemerintah terkait di tingkat pusat.
12. Meminimalkan Risiko dan Bahaya Terkait Kesehatan

Komitmen Perseroan dalam meningkatkan kinerja K3 juga dilakukan dengan upaya meminimalkan risiko dan bahaya terkait kesehatan. Pada tahun 2020, kesehatan menjadi salah satu focus utama utama dalam pencegahan dan antisipasi penyebaran Virus Covid-19 di area kerja. Melakukan prescreening on duty yang ketat dan antisipasi melalui kebijakan dan peraturan 5M menjadi salah satu dalam mencegah penyebaran virus
10. Implementation of the Contractor's Work Safety Management System (CSMS)

This system is a mandatory standard that must be met by the Company's work partners with a high level of potential for work accidents. Through the Contractor Safety Management System (CSMS), the Company evaluates its partners regarding K3 aspects as a form of pre-qualification before starting work. This is done to ensure that work partners are fit to do the job and support the achievement of the Company's K3 performance targets. Monitoring of this CSMS is carried out continuously. This is to encourage partners to continue making continuous improvements to minimize the risk of work accidents and to make K3 a shared responsibility.
11. Using Work Facilities According to OHS Standards

The Company's commitment to cultivating K3 is also balanced with the provision of K3 working facilities and infrastructure. This includes the use of standard personal protective equipment that should be worn while working. The provisions regarding this matter are in the K3 policy, Elnusa Golden Rules, Elnusa Life saving rules and Elnusa Zero Tolerance. Besides, the Company has also established a Crisis Management Center (CMC) which is a forum for disaster management. CMC activation can be done in stages based on the level of the emergency or crisis that occurred. Consists of level 1, namely emergencies at the operation site, which if it cannot be handled will rise to level 2, namely emergencies at the operational/division level and the most emergency is level 1 which requires handling by involving cross-regional/area assistance and related government agencies at the central level.
12. Minimizing The Risks and Hazards Related to Health

The Company's commitment to improving OHS performance is also carried out by minimizing risks and hazards related to health. In 2020, health will become one of the main focuses in preventing and anticipating the spread of the Covid-19 virus in the work area. Conducting strict prescreening on duty and anticipating through 5M policies and regulations is one of the ways to prevent the spread of the Covid-19 virus. Monitoring is carried out every day through

Covid-19. Pemantauan dilakukan setiap hari melalui absensi yang harus menyertakan geotagging dan konfirmasi status kesehatan pekerja setiap harinya. Elnusa berkomitmen untuk mencegah pekerjanya terkena Covid-19. Dampak yang dapat ditimbulkan dalam suatu lokasi kerja apabila terdapat penyebaran virus bisa berdampak kepada shutdown operation atau kematian pekerja.

Di samping itu semua, sebagai bentuk kuratif Perseroan menyediakan pelayanan kesehatan dan sistem evakuasi medis untuk memastikan penanganan terbaik. Perseroan menyediakan klinik beserta ambulans untuk memfasilitasi penanganan medis karyawan yang bekerja sama dengan mitra kerja kedokteran. Upaya ini merupakan komitmen Perseroan untuk memberikan jaminan kepada seluruh pekerja dalam mendapatkan penanganan terbaik pelayanan kesehatan dan evakuasi medis ketika menghadapi masalah kesehatan saat bekerja. Untuk kondisi darurat di lapangan yang membutuhkan evakuasi medis, Perseroan pun melakukan kerja sama dengan pihak ketiga. Sistem ini telah diaplikasikan pada semua lokasi proyek dan terintegrasi dengan Crisis Management Center Elnusa.

#### **Dampak Kuantitatif atas Pelaksanaan Tanggung Jawab Sosial Bidang Ketenagakerjaan Kesehatan dan Keselamatan Kerja**

Dampak dari pelaksanaan kegiatan tanggung jawab sosial terkait dengan ketenagakerjaan, kesehatan dan keselamatan kerja (K3) terlihat dari suasana yang kondusif di lingkungan Perseroan, di mana hingga akhir tahun 2020, tidak terdapat demo yang dilakukan karyawan, baik di kantor pusat maupun di area operasi. Hal ini membuktikan bahwa kegiatan tanggung jawab sosial terkait ketenagakerjaan, kesehatan dan keselamatan kerja yang dilakukan Perseroan terhadap seluruh karyawan yang terlibat dalam kegiatan usaha Perusahaan, baik karyawan tetap maupun karyawan honorer, telah berjalan dengan baik dan sesuai peraturan yang berlaku.

Sementara, melalui berbagai upaya yang telah dilakukan Perseroan untuk mencapai kinerja HSE ekselen, Secara keseluruhan, jam kerja tahun 2020 bila dibandingkan dengan pencapaian setahun terakhir menunjukkan tren penurunan. Hal ini di karenakan pandemic berdampak pada project yang berjalan di tahun 2020, selain itu terdapat penurunan di bagian

attendance which must include geotagging and confirmation of workers' health status every day. Elnusa is committed to preventing its workers from catching Covid-19. The impact that can be generated in a work location if there is a spread of the virus can have an impact on shutdown operations or the death of workers.

Besides all that, as a form of curative the Company provides health services and a medical evacuation system to ensure the best treatment. The Company provides a clinic and ambulance to facilitate the medical treatment of employees in collaboration with medical partners. This effort is the Company's commitment to provide assurance to all workers in getting the best treatment for health services and medical evacuation when facing health problems at work. For emergency conditions in the field that require medical evacuation, the Company also collaborates with third parties. This system has been applied to all project locations and is integrated with the Elnusa Crisis Management Center.

#### **Quantitative Impact on the Implementation of Social Responsibility in the Manpower Sector, Occupational Health and Safety**

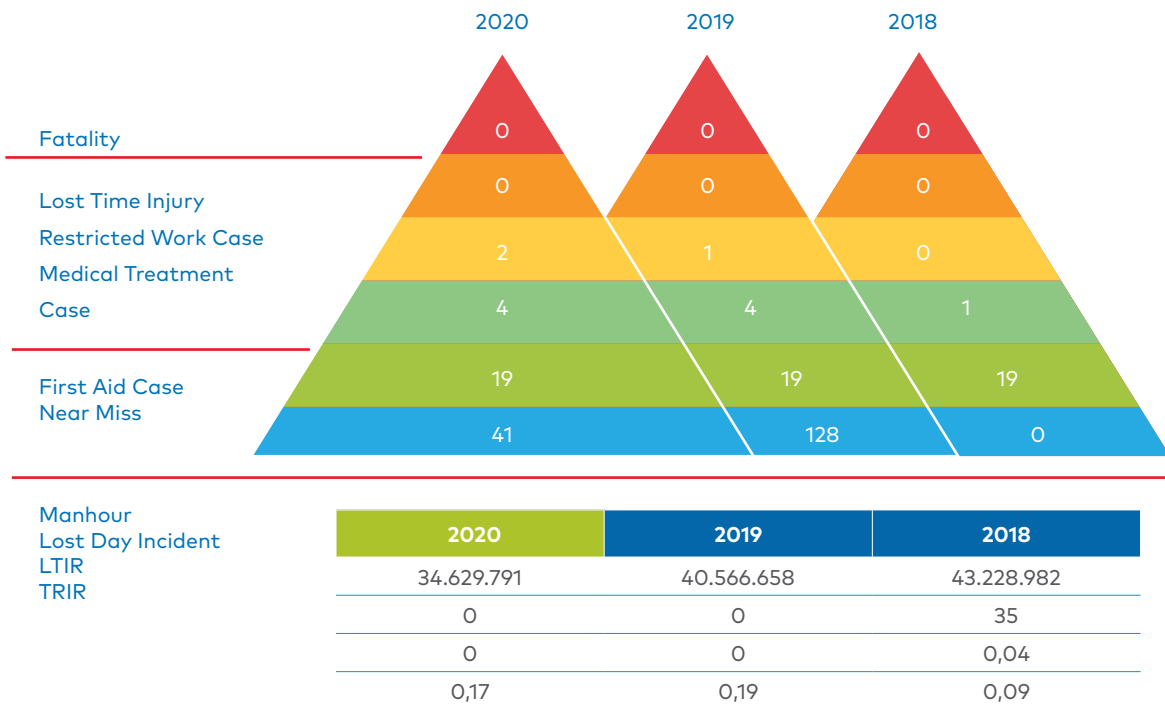
The impact of the implementation of social responsibility activities related to employment, occupational health and safety (K3) can be seen from the conducive atmosphere within the Company, where until the end of 2020, there were no demonstrations by employees, either at the head office or in the operational area. This proves that the social responsibility activities related to employment, health and safety carried out by the Company to all employees involved in the Company's business activities, both permanent employees and temporary employees, have been running well and in accordance with applicable regulations.

Meanwhile, through various efforts that have been made by the Company to achieve excellent HSE performance, Overall, the working hours of 2020 when compared to the achievements of the last year show a downward trend. This is because the pandemic has impacted projects that were running in 2020, besides that there was a decline



sector hilir yang berdampak kepada manhour secara persero. Detail informasi dapat dilihat pada tabel di bawah ini:

in the downstream sector which has an impact on manhour as a company. Detailed information can be seen in the table below:



Tingkat Total Kecelakaan Tercatat (TRIFR) merupakan indikator kinerja K3 yang mengukur jumlah kejadian kecelakaan kerja dibandingkan dengan jumlah jam kerja dan konstanta denominator. Kejadian kecelakaan yang dihitung adalah kecelakaan kerja yang menyebabkan kematian, kehilangan hari kerja, pelarangan karyawan untuk bekerja dan penanganan medis. Semakin kecil nilai TRIFR mengindikasikan bahwa kinerja K3 semakin baik.

The Total Recorded Accident Rate (TRIFR) is an OHS performance indicator that measures the number of accidents at work compared to the number of hours worked and a constant denominator. Accidents that are calculated are work accidents that cause death, lost work days, prohibition of employees from working and medical treatment. The smaller the TRIFR value, the better the K3 performance.

Pada tahun 2020, nilai TRIR Perseroan dan group sebesar 0,17. Nilai TRIR ini disebabkan karena terjadinya beberapa kecelakaan kerja yang berkategori sedang. Walaupun demikian pencapaian ini tetap tergolong baik karena target tercapai dari *tolerance* 0,23 dan di 2020 tidak adanya kematian maupun hilangnya waktu yang disebabkan kecelakaan kerja dapat terealisasi.

In 2020, the TRIR value of the Company and the group is 0.17. This TRIR value is caused by the occurrence of several work accidents in the moderate category. Even so, this achievement is still classified as good because the target is achieved from a tolerance of 0.23 and in 2020 neither death nor loss of time caused by work accidents can be realized.

### Mekanisme Pengaduan Masalah Ketenagakerjaan dan K3

Perseroan selalu berupaya untuk memenuhi peraturan perundangan yang berlaku, salah satunya adalah Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan, maka Perseroan menyusun suatu mekanisme pengaduan masalah ketenagakerjaan, kesehatan dan keselamatan kerja. Perseroan setiap saat siap untuk melakukan tindakan pengendalian terhadap kegiatan-kegiatan, produk barang dan jasa yang dapat menimbulkan risiko kecelakaan dan penyakit akibat kerja. Perseroan pun terus berupaya untuk mencegah terjadinya kejadian yang tidak diinginkan terhadap kenyamanan, keselamatan, kesehatan, ketertiban, keamanan, kualitas lingkungan dan produktivitas kerja akibat aktivitas kerja dari penggunaan alat, mesin, dan bahan berbahaya dalam kegiatan operasional Perseroan.

Keluhan mengenai praktik ketenagakerjaan dapat disampaikan kepada Serikat Pekerja. Secara musyawarah, Serikat Pekerja dapat menjembatani penyampaian keluhan tersebut dan memberikan advokasi kepada pekerja. Keluhan mengenai praktik K3 dapat disampaikan melalui berbagai saluran keselamatan, seperti *hazard observation card*, *stop work authority* dan lainnya.

### Sertifikasi dan Penghargaan di Bidang Ketenagakerjaan, Kesehatan dan Keselamatan Kerja

Perseroan memiliki dua sertifikasi eksternal terkait ketenagakerjaan, kesehatan dan keselamatan kerja yang berlaku hingga 2021. Kedua sertifikasi merupakan bagian dari sistem manajemen terintegrasi yang dimiliki. Detail dari sertifikasi sebagaimana tersaji pada tabel di bawah.

Sementara itu atas upaya yang telah dilakukan sepanjang 2019, Perseroan meraih tujuh penghargaan dari berbagai pihak. Dua di antaranya adalah penghargaan atas pengelolaan baik sumur-sumur di Blok Mahakam selama 9 kali serta pengakuan dari SOCO Exploration (Vietnam) Ltd atas kerja survei seismik yang dilakukan. Detail dari penghargaan yang diperoleh Perseroan tersaji pada tabel di bawah.

### Manpower and K3 Complaints Mechanism

The Company always strives to comply with applicable laws and regulations, one of which is Law No. 13 of 2003 concerning Manpower, the Company has formulated a mechanism for complaints about manpower, health and safety issues. The Company is at any time ready to take control measures against activities, products and services that can pose a risk of accidents and occupational diseases. The Company also continues to strive to prevent unwanted incidents of comfort, safety, health, order, security, environmental quality and work productivity due to work activities from the use of tools, machines and hazardous materials in the Company's operational activities.

Complaints regarding labor practices can be submitted to the Worker Union. By deliberation, the Trade Union can bridge the submission of these complaints and provide advocacy to workers. Complaints regarding OSH practices can be submitted through various safety channels, such as hazard observation cards, stop work authorities and others.

### Certification and Awards in the Field of Manpower, Occupational Health and Safety

The Company has two external certifications related to employment, health and safety which are valid until 2021. Both certifications are part of its integrated management system. Details of the certification are presented in the table below.

Meanwhile, for the efforts that have been made throughout 2020, the Company won nine awards from various parties. Details of the award who obtained the Company presented in the table at the bottom.

**Sertifikasi Bidang Ketenagakerjaan, Kesehatan dan Keselamatan Kerja yang Masih Berlaku di Tahun 2020**  
Certifications of the Employment, Health and Safety that are Still Valid in 2020

Tanggal Dikeluarkannya Sertifikasi Date of Issuance	Jenis Sertifikat Types of Certifications	Dikeluarkan oleh Issued by	Masa Berlaku Hingga Validity
22 Agustus 2018 August 22, 2018	ISO 14001 : 2015	SGS Indonesia	21 Agustus 2021 August 21, 2021
19 Juli 2018 July 19, 2018	OHSAS 18001 : 2007	SGS Indonesia	12 Maret 2021 March 12, 2021

**Penghargaan di Bidang Ketenagakerjaan, Kesehatan dan Keselamatan Kerja Tahun 2020**  
Awards on the Employment, Health and Safety in 2020

Tanggal Date	Nama Penghargaan Name of Award	Institusi yang Memberikan Awarding Institutions
4 Februari 2020 4 February 2020	Manajemen keselamatan atau Contractor Safety Management System (CSMS) dengan predikat "good performance" Safety management or Contractor Safety Management System (CSMS) with the predicate "good performance"	PT Pertamina EP untuk wilayah kerja di asset 5 (PEP Asset 5) – PT Pertamina EP PT Pertamina EP for the work area in asset 5 (PEP Asset 5) - PT Pertamina EP
13 Februari 2020 13 February 2020	1st Winner Kategori Hino Ranger 1st Winner in the Hino Ranger Category	Hino Safety Driving Competition 2020
22 Februari 2020 22 February 2020	1st Winner Elnusa Defensive & Responsible Driving Festival 2020	PT Elnusa Tbk
11 Februari 2020 11 February 2020	Elnusa Raih Apresiasi Pertamina RU IV atas Keberhasilan Turn Around Project Elnusa Wins Pertamina RU IV Appreciation for the Success of the Turn Around Project	Pertamina RU IV
10 Februari 2020 10 February 2020	Kontraktor terbaik dalam Operation & HSSE Excellence Drilling Workover Well Services (DWOWS) Best contractor in Operation & HSSE Excellence Drilling Workover Well Services (DWOWS)	PHE Offshore Southeast Sumatra (PHE OSES)

**Penghargaan di Bidang Ketenagakerjaan, Kesehatan dan Keselamatan Kerja Tahun 2020**  
Awards on the Employment, Health and Safety in 2020

Tanggal Date	Nama Penghargaan Name of Award	Institusi yang Memberikan Awarding Institutions
9 Juli 2020 9 July 2020	Anugerah BUMN 2020 sebagai Terbaik III Kategori Aliansi Strategi Nasional dan Global untuk Perusahaan BUMN dan Anak Perusahaan BUMN Tbk The 2020 SOE Award as the 3rd Best in the Category of National and Global Strategy Alliance for SOE Companies and SOE Subsidiaries Tbk	BUMN Track/BUMN Award
September 2020 September 2020	IDX Channel Anugerah Inovasi Indonesia 2020 Kategori Produk dan Model Bisnis untuk FIN OSD dari IDX Channel. IDX Channel Anugerah Inovasi Indonesia 2020 Product Category and Business Model for FIN OSD from IDX Channel.	IDX Channel
November 2020 November 2020	DataGovAi Award 2020 sebagai Best BIG Data Technology in Oil & Gas Enterprises 2020 DataGovAi Award 2020 as Best BIG Data Technology in Oil & Gas Enterprises 2020	ABDI (Asosiasi Big Data & AI), Majalah Komite.ID ABDI (Big Data & AI Association), Committee Magazine.ID
Desember 2020 December 2020	Penghargaan Program Penilaian Peringkat Kinerja Perusahaan (PROPER) Tahun 2020 kategori Biru Award for the 2020 Corporate Performance Rating Program (PROPER) in the Blue category	KLHK



## TANGGUNG JAWAB SOSIAL PERUSAHAAN BIDANG PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN

CORPORATE SOCIAL RESPONSIBILITY TOWARDS SOCIAL AND COMMUNITY DEVELOPMENT

### Komitmen dan Kebijakan

Perseroan berkomitmen untuk melaksanakan program pengembangan sosial dan kemasyarakatan atau *community involvement & development* (CID) dalam rangka memberikan manfaat bagi masyarakat sekitar. Komitmen ini didasari bahwa CID merupakan investasi sosial dan salah satu upaya peningkatan kapasitas masyarakat di sekitar wilayah kerja. Upaya ini kami lakukan sebagai *corporate citizenship* yang tentunya selaras dengan kinerja ekonomi.

Pergeseran aktivitas industri migas dari hilir ke hulu migas mempengaruhi kinerja ekonomi Perseroan. Namun demikian ditengah pergeseran kondisi yang ada, Perseroan tetap berkomitmen bahwa CID merupakan investasi sosial dan bagian terpadu dalam proses bisnis. Komitmen pelaksanaan CID Perseroan tertuang pada kebijakan Corsec-K.1.3 (Rev.01) yang mengacu pada ISO 26000: Social Responsibility dalam pelaksanaannya dan merupakan bentuk kepatuhan Perseroan terhadap Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas.

Dalam melaksanakan komitmen CID, kebijakan yang dilaksanakan Perseroan adalah sebagai berikut:

1. Kegiatan CID harus berlandaskan nilai-nilai dan standar etika Perseroan yang berlaku dengan berprinsip pada akuntabilitas, transparansi, berperilaku etis, menghormati kepentingan para *stakeholders*, mematuhi hukum yang berlaku, menghormati norma yang berlaku, serta menghormati hak asasi manusia.
2. Strategi CID harus selaras dengan strategi korporasi baik jangka pendek maupun panjang
3. CID merupakan bagian dari investasi sosial serta strategi bisnis untuk menjamin keberlanjutan pertumbuhan usaha.

### Isu dan Risiko Sosial yang Dihadapi Perusahaan

Secara sifat bisnis, Perseroan memiliki tiga segmen yang karakteristik isu sosialnya berbeda-beda. Lokasi kerja jasa hulu migas umumnya berada di hutan, laut maupun pemukiman rendah penduduk. Jasa distribusi dan logistik energi pada segmen hilir berada pada area pemukiman ramai penduduk. Sementara jasa penunjang berlokasi di area fabrikasi. Untuk durasi proyek, jasa hulu migas dan penunjang berkisar 6-15 bulan, sedangkan jasa distribusi dan logistik energi memiliki durasi kontrak yang lebih panjang. Selain wilayah operasi, Perseroan juga mengembangkan kegiatan pelibatan dan pengembangan masyarakat di kantor pusat. Secara karakteristik, area kantor

### Commitment and Policy

The Company is committed to implementing social and community development programs or *community involvement & development* (CID) in order to provide benefits to the surrounding community. This commitment is based on CID as a social investment and an effort to increase the capacity of the community around the work area. We have made this effort as a corporate citizenship which is certainly in harmony with economic performance.

The shift of oil and gas industry activities from downstream to upstream oil and gas affects the Company's economic performance. However, amidst the shifting conditions, the Company remains committed that CID is a social investment and an integrated part of the business process. The commitment to implement the Company's CID is stated in Corsec-K.1.3 (Rev.01) policy which refers to ISO 26000: Social Responsibility in its implementation and is a form of the Company's compliance with Law Number 40 Year 2007 concerning Limited Liability Companies.

In implementing the CID commitments, the policies implemented by the Company are as follows:

1. CID activities are based on the Company's values and ethical standards, which are based on the principles of good corporate governance, namely, transparency, accountability, responsibility, independence, and fairness.
2. The CID strategy must be aligned with short-term and long-term corporate strategy.
3. CID is part of social investment and business strategies to ensure the sustainability of business growth.

### Social Issues and Risks Faced by the Company

In terms of business nature, the Company has three segments with different social issue characteristics. The upstream oil and gas service work locations are generally located in forests, sea and low population settlements. Energy distribution and logistics services in the downstream segment are in crowded residential areas. While supporting services are located in the fabrication area. For the duration of the project, upstream oil and gas and supporting services range from 6-15 months, while energy distribution and logistics services have a longer contract duration. In addition to the operational area, the Company also develops



pusat berdampingan dengan pemukiman padat penduduk serta perkantoran lain.

Berdasarkan karakteristik ini, isu dan risiko sosial pelibatan dan pengembangan masyarakat yang dihadapi Perseroan sangat bervariasi. Secara umum dapat dipetakan sebagai berikut:

1. Wilayah operasi. Isu yang sering muncul adalah permintaan masyarakat sekitar untuk dapat dilibatkan dalam kegiatan operasional, permohonan dukungan berbagai kegiatan kemasyarakatan, keluhan umum pelaksanaan kegiatan operasional dan sebagainya.
2. Wilayah kantor pusat. Isu yang sering muncul adalah kepedulian sosial perusahaan.

Sementara risiko yang dapat terjadi antara lain ketidaksepahaman antara Perseroan dengan masyarakat. Umumnya di karenakan antara rencana Perseroan dan keinginan masyarakat tidak sejalan.

### Lingkup dan Perumusan Tanggung Jawab Sosial Perusahaan terhadap Pengembangan Sosial dan Kemasyarakatan

Lingkup dan perumusan tanggung sosial perusahaan terhadap pengembangan sosial kemasyarakatan meliputi pelibatan masyarakat lokal sebagai tenaga kerja operasi, serta program peningkatan kualitas hidup masyarakat, seperti pemberdayaan masyarakat, perbaikan sarana dan prasarana sosial, peningkatan pendidikan dan kesehatan serta kepedulian sosial lainnya.

Mekanisme perumusan program didasarkan atas risiko negatif kegiatan operasional Perseroan dan dampak yang mungkin muncul terhadap kondisi sosial masyarakat. Berdasarkan risiko-risiko yang mungkin muncul ini, Perseroan berupaya meminimalisasi dampaknya melalui berbagai tanggung jawab sosial. Selain itu, program juga dirumuskan berdasarkan kondisi sosial masyarakat serta rencana pengembangan komunitas Perseroan.

Strategi Perseroan dalam tanggung jawab pengembangan sosial dan kemasyarakatan adalah :

1. Melibatkan masyarakat maupun *stakeholders* terkait lain di area kerja sebagai bagian dalam kegiatan operasional;
2. Berpartisipasi aktif dalam kepedulian sosial dengan menerapkan pemberdayaan komunitas atau *community involvement & development* melalui *aspek three fundamentals for a better life*;

community engagement and development activities at the head office. Characteristically, the head office area is adjacent to densely populated settlements and other offices.

Based on these characteristics, social engagement and community development issues and risks faced by the Company are very varied. Generally, it can be mapped as follows:

1. Operating area. The issue that often arises is the request of the surrounding community to be involved in operational activities, requests for support of various community activities, general complaints regarding the implementation of operational activities and so on.
2. Head office area. The issue that often arises is corporate social awareness.

Meanwhile, the risks that can occur include disagreement between the Company and the community. Those occur due to the Company's plans and people's desires are not in line.

### Scope and Formulation of Corporate Social Responsibility towards Social and Community Development

The scope and formulation of corporate social responsibility towards social development include programs to improve the quality of life of the community, such as the distribution of aid, community empowerment, improvement of social facilities and infrastructure, improvement of education and health and other forms of donation/empowerment.

The formulation mechanism of the program is based on the negative risks of the Company's operational activities and the impact that may arise on the social conditions of the community. Based on the risks that may arise, the Company seeks to minimize its impact through various social responsibilities. In addition, the program was also formulated based on the social conditions of the community and the Company's community development plans.

The Company's strategies for social and community development responsibility are:

1. Involving the community and other relevant stakeholders in the work area as part of operational activities;
2. Participating actively in social care by implementing community empowerment or community involvement & development through aspects of three fundamentals for a better life;



3. Berorientasi terhadap *Sustainable Development Goals* dan delapan kategori Asnaf.

### Rencana dan Target Kegiatan di Sepanjang Tahun 2020

Perseroan memiliki target bahwa dalam setiap pelaksanaan kegiatan operasi yang dilaksanakan, tidak adanya dampak negatif, pelanggaran maupun pengaduan yang terjadi baik di kantor pusat, cabang, *warehouse* maupun di area operasi. Tidak ada sanksi moneter maupun non-moneter yang diberikan atas ketidakpatuhan terhadap hukum serta peraturan yang berlaku.

Selain itu, Perseroan menargetkan bahwa jumlah benefisiaris yang dilibatkan dan diberdayakan meningkat setiap tahunnya. Peningkatan benefisiaris ini merupakan salah satu indikator yang menjadi acuan kinerja pelibatan dan pemberdayaan masyarakat yang dilakukan Perseroan.

### Program dan Kegiatan yang Dilakukan dan Dampaknya

1. Pemberdayaan Tenaga Kerja Lokal dalam Aktivitas Operasi  
Pelibatan masyarakat sebagai tenaga kerja lokal bertujuan untuk mendukung kesejahteraan hidup masyarakat di sekitar daerah operasi. Pelibatan diawali dengan pelatihan teknis hingga pelaksanaan pekerjaan dengan tetap memperhatikan aspek QHSSE. Upaya ini merupakan bisnis inklusif yang dilakukan Perseroan di berbagai area operasional. Posisi yang dipekerjakan antara lain: asisten humas, tim pengeboran, tim topografi, signal man, wakar personel, *waterline crew* dan lain-lain untuk berbagai proyek Perseroan.
2. Pengembangan Komunitas Berkelanjutan  
Dalam pengembangan komunitas berkelanjutan, Perseroan terus melanjutkan berbagai aktivitas pengembangan dengan mengacu pada tiga tujuan, yaitu peningkatan kualitas pendidikan, pengembangan ekonomi lokal, serta peningkatan kualitas layanan kesehatan. Aktivitas pada berbagai bidang adalah sebagai berikut:
  - a. Bidang Pendidikan dan Sosial
    - Beasiswa Terpadu (BEST)  
Secara Konsisten, Perseroan memberikan Beasiswa Terpadu melalui aktivitas yang dilengkapi dengan pendampingan prestasi pada bidang

3. Oriented towards *Sustainable Development Goals* and eight categories of Asnaf.

### Planned Activities and Target in 2020

The Company has a target to eliminate negative impact resulted from operational activities, such as violation and complaint that occur either at the head office, branches, warehouses or in the area of operations. No monetary or non-monetary sanctions are imposed for non-compliance with applicable laws and regulations.

In addition, the Company targets that the number of beneficiaries involved and empowered increases every year. The increase in beneficiaries is one indicators that becomes the reference for the performance of community involvement and empowerment conducted by the Company.

### Implemented Programs and Activities and Their Impacts

1. Empowerment of Local Workers in Operational Activities  
The involvement of the community as a local workforce is carried out with the aim of supporting the welfare of communities in the surrounding areas of operations of the Company. This involvement begins with technical training and goes all the way to carrying out work, while taking aspects of QHSSE into account. This effort is a manifestation of inclusive business that is carried out by the Company in various operational areas. Employment positions for community members include public relations assistant, drilling team, topography team, signal man, wakar personnel, *waterline crew*, and others
2. Development of Sustainable Communities  
In its sustainable community development efforts, the Company continues to develop various activities base on three objectives. These objectives are improving education quality, local economy development, and improving the quality of healthcare services. The Company's activities for meeting these objectives are as follows:
  - a. Education and Social Aspects
    - Integrated Scholarships (BEST)  
The Company has consistently delivered its Integrated Scholarships through activities that include performance assistance efforts in academics,

akademik, pembangunan karakter kepemimpinan serta pembimbing spiritual kepada siswa/siswi yang berasal dari keluarga berpenghasilan rendah sebagai bentuk kepedulian terhadap dunia pendidikan. Pada tahun 2020, sebanyak 690 penerima manfaat dari program ini.

- **Taman Belajar Elnusa (TBE)**  
Kegiatan TBE merupakan pendidikan tanpa dipungut biaya yang difasilitasi oleh Perseroan dengan menerapkan sistem pembelajaran berdasarkan gabungan dari beberapa kurikulum terakreditasi secara nasional. Kegiatan ini terdiri dari PAUD (Pendidikan Anak Usia Dini) dalam bentuk TKIT (Taman Kanak-kanak Islam Terpadu), TK Umum Baitul Hikmah Patra, dan TPA (Taman Pendidikan Al-Quran). Pada tahun 2020, lebih dari 1701 anak menerima manfaat dari program ini.
- **Basiswa Operasi dan Berprestasi**  
Program ini merupakan salah satu apresiasi yang diberikan kepada putra/putri berprestasi dari karyawan maupun mitra kerja dalam lingkup Perseroan. Program bersifat rutin. Pada tahun 2020, Perseroan sebanyak 52 putra/putri menerima manfaat dari program ini. 51 penerima manfaat basiswa dilakukan saat acara HUT Elnusa ke 51 dan satu orang penerima manfaat lainnya yaitu basiswa untuk Mahasiswa di wilayah area lokasi Proyek EPC OM Prabumulih (Sumatera Selatan).
- **Ramadan di Elnusa**  
Kegiatan Ramadan di Elnusa merupakan salah satu kegiatan preferensi karyawan muslim Perseroan yang diadakan selama sebulan penuh pada bulan suci Ramadan. Melalui program ini Perseroan berupaya memperbaiki perilaku maupun kinerja karyawan berdasarkan nilai-nilai agama islam. Kegiatan tersebut pada tahun 2020 terbatas dikarenakan adanya Pandemi Covid-19 yang masih menjangah wilayah Indonesia. Pelaksanaan kegiatan di bulan Ramadan ini harus sesuai dan mematuhi protokol kesehatan 5M (Mencuci tangan, Menjaga Jarak dan Memakai Masker, Menjauhi kerumunan, Membatasi mobilisasi dan interaksi),

leadership development and spiritual guidance for students from low-income families as its way of showing its concern for the world of education. In 2020, as many as 690 beneficiaries of this program.

- **Elnusa Learning Park (TBE)**  
TBE activities are forms of education provided free of charge. The education delivered is based on a combination of several nationally-accredited curricula. The list of activities consists of Early Childhood Education (PAUD) in the form of Integrated Islamic Kindergartens (TKIT), Patra General Kindergartens, and Al-Quran Education Parks (TPA). In 2020, more than 1701 children will benefit from this program.
- **Operational and Achievement Scholarships**  
This program is one of the appreciations given to outstanding sons/daughters from employees and partners within the Company. The program is routine. In 2020, 52 sons/daughters of the Company will benefit from this program. 51 beneficiaries of the scholarship were held during the 51st Elnusa anniversary and one other beneficiary was a scholarship for students in the area of the EPC OM Prabumulih Project (South Sumatra).
- **Ramadan at Elnusa**  
Ramadan activities at Elnusa are one of the preferred activities of the Company's Muslim employees which are held for a full month during Ramadan. Through this program, the Company seeks to improve employee behavior and performance based on Islamic religious values. This activity in 2020 was restricted due to the Covid-19 Pandemic. The implementation of activities in Ramadan must comply with the 5M health protocol (washing hands, maintaining distance and wearing masks, staying away from crowds, limiting mobilization and interaction),



- kegiatan yang dilakukan terbatas pada edukasi keislaman dalam bentuk pengajian maupun majelis ilmu yang dilakukan secara daring, juga dengan kegiatan lain seperti buka puasa bersama masyarakat di sekitar Graha Elnusa yang dilakukan dengan pemberian nasi kotak di Masjid Baitul Hikmah Elnusa yang ditujukan ke warga sekitar area ring 1 Graha Elnusa selama bulan Ramadhan. Sedangkan untuk Sholat tarawih berjamaah dan bahkan berdiam diri (I'tikaf) tahun 2020 ini ditiadakan untuk memutus mata rantai penyebaran Covid-19. Terhitung lebih dari 350 orang baik dalam lingkungan perusahaan maupun masyarakat sekitar menerima manfaat program ini tiap tahunnya.
- Pengembangan Sekolah Mandiri Perseroan dan Grup selalu berupaya untuk mendukung dan mengutamakan dunia pendidikan melalui pengembangan sekolah mandiri di berbagai daerah. Bentuk dari dukungan yang dilakukan adalah pengembangan dengan peningkatan kualitas maupun kuantitas dari sarana dan prasarana yang ada.
- b. Bidang Ekonomi
- Tabungan Hikmah Mandiri (THM) Kegiatan ini merupakan salah satu bentuk pemberdayaan ekonomi masyarakat dengan mengadopsi prinsip lembaga keuangan mikro syariah Baitul Maal Wat Tamwil (BMT) untuk meningkatkan kemampuan para pelaku usaha mikro dan kecil di lingkungan sekitar kantor pusat. Program ini diwujudkan dengan memberikan pinjaman modal usaha disertai dengan pendampingan serta pembinaan guna menjadikan para pelaku usaha yang mandiri. Pada 2020, sebanyak 86 pelaku usaha menerima manfaat dari program bergulir ini dengan total 6.641 jumlah penerima manfaat.
  - Aksi Tebar Hewan Kurban Program ini merupakan program rutin tahunan Perseroan yang digelar setiap hari raya Islam Idul Adha. Perseroan dan Grup melakukan aksi tebar hewan kurban di berbagai area kerja di seluruh Indonesia. Pada Tahun 2020 ini aksi
- The activities carried out are limited to Islamic education in the form of recitation and science assemblies which are carried out online, and other activities such as breakfasting with the community around Graha Elnusa which is carried out by distributes rice box at the Baitul Hikmah Elnusa Mosque which is aimed at residents around the ring 1 area Graha Elnusa during Ramadan. As for the tarawih prayers in congregation and even silence (I'tikaf) in 2020 was did not carried out to break the chain of the Covid-19. More than 350 people both within the company and in the surrounding community receive the benefits of this program every year.
  - Development of Independent Schools The Company and the Group always strive to support and prioritize the world of education through the development of independent schools in various regions. The support is carried out in a form of development and improvement of the quality and quantity of educational facilities and infrastructure.
- b. Economic Aspect
- Hikmah Mandiri Savings (THM) This activity is a form of community economic empowerment that adopts the Islamic microfinance principles of the Baitul Maal Wat Tamwil (BMT) institution as a way of improving the capabilities of micro and small business actors in areas surrounding the Company's head office. This program is carried out by providing business capital loans as well as mentorship and guidance to help turn these business owners into self-sufficient businesses. In 2020, as many as 86 business actors received benefits from this revolving program with a total of 6,641 beneficiaries.
  - Distribution of Sacrificial Animals This program is the Company's annual routine program which is held every Islamic holiday of Eid al-Adha. The Company and the Group have carried out the stocking of sacrificial animals in various work areas throughout Indonesia. In 2020, this qurbani

tebar kurban ini dilakukan dengan tetap memperhatikan protokol Kesehatan dengan total hewan qurban Sapi sebanyak 34 ekor dan Kambing sebanyak 109 ekor. Jumlah penerima manfaat secara Persero sebanyak 10.907.

stocking action will be carried out with due observance of the Health protocol with a total of 34 cattle and 109 goats. The number of beneficiaries as a Persero was 10,907.

- Elnusa Berbagi Kasih  
Program dari kegiatan ini merupakan aktivitas kepedulian sosial Perseroan dan Grup yang dilakukan dengan membagikan paket bantuan kepada masyarakat kurang mampu di berbagai area kerja Perseroan. Momen berbagi ini marak dilakukan secara Persero dengan tema membantu Saudara kita di tengah Pandemi Covid-19 yang berkepanjangan di tahun 2020 dengan pelaksanaan menjelang Idul Fitri, HUT Perseroan maupun Grup, maupun momen lainnya yang telah menjadi kebiasaan Elnusa Group di area lokasi untuk berbagi kasih di Panti Asuhan. Penerima manfaat kegiatan ini adalah keluarga dalam kriteria delapan Asnaf. Pada tahun 2020, Perseroan mencatat sebanyak 15.134 penerima manfaat dari program ini. Kegiatan Elnusa Berbagi Kasih terlihat saat rangkaian acara HUT Elnusa ke 51, dengan dilakukan kegiatan one line drawing di mana hasil penggalangan dana yang terkumpul dikemas dalam paket yang berisi buku bacaan anak, alat tulis, dan permainan edukasi anak. Jumlah paket yang dikemas sebanyak 1.500 paket yang diberikan ke seluruh area lokasi kerja Elnusa Group.
  - Elnusa Caring Concern  
This activity is a social care activity for the Company and the Group which is carried out by distributing aid packages to underprivileged communities in various work areas of the Company. This sharing moment is widely carried out by the Company with the theme of helping each other amid the prolonged Covid-19 Pandemic in 2020 with the implementation ahead of Eid, the Company's and Group Anniversary, and other moments that have been regularly carried out by Elnusa Group in the location area to share love at Orphanage. The beneficiaries of this activity are families in the criteria of eight Asnaf. In 2020, the Company recorded 15,134 beneficiaries of this program. The Elnusa Berbagi Kasih activity was seen during a series of events on the 51st Elnusa Anniversary, with a one line drawing activity where the results of fundraising collected were packaged with the children's books, stationery, and children's educational games. The number of packages was 1,500 distributed to all areas of the Elnusa Group work location.
- c. Bidang Kesehatan
- Forum Posyandu  
Perseroan mendukung peningkatan layanan Posyandu dengan memfasilitasi forum pertemuan untuk 14 Posyandu di sekitar kantor pusat. Kegiatan ini merupakan dukungan Perseroan terhadap SDG Nomor 3: Kesehatan yang baik dan kesejahteraan. Total penerima manfaat program ini pada tahun 2020 mencapai lebih dari 23,433 ribu jiwa meliputi ibu, balita dan lansia dengan memperhatikan protokol Kesehatan Covid-19.
- c. Healthcare Aspect
- Posyandu Forum  
The Company supports the improvement of Integrated Healthcare Centre (Posyandu) services by facilitating meeting forums for 14 of these Posyandu located around the Company's head office. This activity represents the Company's support for the SDG's No. 3, which is about healthy and prosperous living. Good health and well-being. The total beneficiaries of this program in 2020 reach more than 23,433 thousand people including mothers, toddlers and the elderly by paying attention to the Covid-19 Health protocol.



- **Pos Sehat**  
Selain adanya fasilitas layanan posyandu, Perseroan dan Grup juga memfasilitasi layanan kesehatan kepada masyarakat di wilayah sekitar Graha Elnusa dengan Pos Sehat. Adapun aktivitas dari Pos Sehat ini berbeda dengan Posyandu. Aktivitas di Pos Sehat ini berupa pemeriksaan, pengobatan, serta penyuluhan kesehatan lainnya. Pada tahun 2020 ini terjadi penurunan signifikan untuk program ini dikarenakan individu menahan diri untuk pergi ke tempat pengobatan dan menghindari kerumunan dengan adanya pandemi Covid-19, secara Perseroan mencatat ada sebanyak 86 penerima manfaat program ini dengan memperhatikan protokol Kesehatan Covid-19.
- **Donor Darah**  
Kegiatan rutin tiga bulanan ini merupakan wujud preferensi dan kepedulian karyawan, penyewa Gedung Graha Elnusa dan masyarakat umum di sekitar Graha Elnusa untuk turut serta berdonor darah dan membantu sesama. Sepanjang tahun 2020 telah terlaksana satu kali aksi donor darah di gedung Graha Elnusa dengan jumlah pendonor sebanyak 244 orang dengan kriteria 191 pendonor dinyatakan FIT dan 53 pendonor UNFIT untuk memnyumbangkan darahnya. Pelaksanaan aksi donor darah ini dilakukan di pada tanggal 23 Januari 2020 di mana sebelum pandemi Covid-19 terjadi. Setelah terjadi pandemi Covid-19, aksi donor darah dilakukan dengan kegiatan Community Involvement Development melalui alumni Universitas Brawijaya di mana Elnusa memberikan kontribusi senilai Rp25.000.000 (dua puluh lima juta rupiah).
- **Donasi Covid-19**  
Diawali dengan terjadinya peningkatan kasus pasien virus Corona pada kuartal pertama awal tahun 2020 tepatnya bulan Maret, diberlakukan kebijakan bekerja dari rumah (*work from home*).
- **Health Posts**  
Besides of the posyandu service facilities, the Company and the Group also facilitate health services to the community in the area around Graha Elnusa with a Health Post. The activities of Pos Sehat are different from Posyandu. Activities at the Health Post are in the form of examinations, medication, and other health education. In 2020, there was a significant decrease in this program due to individuals refraining from going to treatment places and avoiding crowds due to the Covid-19 pandemic, the Company recorded that there were as many as 86 beneficiaries of this program by paying attention to the Covid-19 Health protocol.
- **Blood Donations**  
This activity is done routinely every quarter and serves as a manifestation of the preferences and concerns of employees, of Graha Elnusa building tenants, and of the general public surrounding Graha Elnusa. all of these people want to participate in donating their blood and helping others. Throughout 2020, one blood donation action was carried out at the Graha Elnusa building with 244 donors with the criteria that 191 donors were declared FIT and 53 UNFIT donors to donate blood. This blood donation action was carried out on January 23, 2020, which was before the Covid-19 pandemic occurred. After the Covid-19 pandemic, blood donation was carried out with Community Involvement Development activities through Universitas Brawijaya alumni where Elnusa contributed Rp25,000,000 (twenty-five million rupiah).
- **Donasi Covid-19**  
Begins with the increasing of Corona Virus cases in the first quarter of 2020, to be exactly in March, work from home policy was applied. The Company business activities is obliged

Kegiatan bisnis Perseroan dituntut tetap harus beroperasi sehingga dilakukan beberapa strategi untuk tetap bekerja dengan mematuhi semua protokol Kesehatan yang ditetapkan secara ketat baik di lingkungan kantor, area lokasi maupun workshop/warehouse. Kondisi pandemi ini membuat Perseroan secara aktif memberikan donasi ke beberapa Rumah Sakit baik di area Jabodetabek maupun di seluruh area lokasi Elnusa. Donasi yang diberikan berupa Alat Pelindung Diri (APD) lengkap (head cap, coverall, sarung tangan, N95 mask, safety goggles, faceshield, shoes cover) bagi tenaga Kesehatan medis. Tidak hanya APD lengkap, donasi berupa handsanitizer juga disampaikan kepada panti asuhan maupun masyarakat sekitar area lokasi Elnusa. Total secara Perseroan untuk Donasi Covid-19 ini yaitu 15.710 (lima belas ribu tujuh ratus sepuluh) penerima manfaat.

d. Bidang Lingkungan

- Program penghijauan  
Walaupun pandemi Covid-19 masih terjadi namun program penghijauan di Elnusa tetap dilaksanakan sebagai upaya untuk menciptakan suatu areal yang asri dengan berbagai manfaat lingkungan seperti menjaga keseimbangan sistem air di alam, mencegah terjadinya erosi dan pengikisan tanah. Total bibit dalam program penghijauan ini sejumlah 368. Adapun program penghijauan ini dilakukan di sekitar area project Elnusa yaitu :
  - i. Area TBBM Amurang dan sekitarnya, Sulawesi Utara
  - ii. Area TBBM Palopo, Sulawesi Selatan
  - iii. Proyek EPC/OM Pendopo dan Prabumulih, Sumatera Selatan
  - iv. Lahan Pendingin, Kalimantan Timur
  - v. Lahan Duri, Riau
  - vi. Lahan EFK/Property, Merak, Banten
  - vii. Area PND/SCU dan sekitarnya, Taman Tekno BSD, Banten

to still operates, the several strategies were implemented to keep working while still complying to all strict health protocols both in office, location area, and workshop/warehouse. This pandemic condition has encouraged the Company to actively distributed donations to several hospitals both in the Jabodetabek area and throughout the Elnusa area. Donations were distributed in the form of complete Personal Protective Equipment (PPE) (head cap, coverall, gloves, N95 mask, safety goggles, faceshield, shoes cover) for medical health personnel. Not only complete PPE, donations of handsanizers were also delivered to the orphanage and the community around the Elnusa location. The total corporate value for the Covid-19 Donation is 15,710 (fifteen thousand seven hundred and ten) beneficiaries.

d. Environmental Sector

- Reforestation program  
Even though the Covid-19 pandemic is still happening, the reforestation program in Elnusa is still being implemented to create a beautiful area with various environmental benefits such as maintaining the balance of the water system in nature, preventing erosion and soil erosion. The total number of seeds in this reforestation program is 368. The reforestation program is carried out around the Elnusa project area, namely:
  - i. TBBM Amurang area and its surroundings, North Sulawesi
  - ii. TBBM Palopo area, South Sulawesi
  - iii. EPC/OM Pendopo and Prabumulih projects, South Sumatra
  - iv. Cooling Land, East Kalimantan
  - v. Duri Land, Riau
  - vi. EFK/Property land, Merak, Banten
  - vii. PND/SCU area and its surroundings, BSD Techno Park, Banten



3. Tanggap Darurat atas Bencana Alam  
Perseroan memiliki *Emergency Response Team* yang bersiap-siaga pada berbagai keadaan darurat. Atas bencana alam yang terjadi di Indonesia, Perseroan langsung mengaktifkan tim ini untuk melakukan berbagai tanggung jawab maupun kepedulian sosial baik pascabencana, maupun saat pemulihan. Lebih dari 13 ribu keluarga mendapatkan bantuan dari kegiatan Perseroan ini.

3. Emergency Response to Natural Disasters  
The Company has an Emergency Response Team prepared for various emergencies. The Company uses this team for natural disasters that occur in Indonesia. The team carries out various forms of social responsibility and social care both after the disasters have taken place and during the recovery process for communities afflicted by these disasters. More than 13 thousand families received assistance from the Company's activities.

### Biaya Tanggung Jawab Sosial Bidang Pengembangan Sosial dan Kemasyarakatan

Jumlah penyaluran program tanggung jawab sosial bidang pengembangan sosial dan kemasyarakatan dapat dilihat pada tabel di bawah ini.

### The Cost of Social Responsibility towards Social and Community Development

The total cost of conducting the social responsibility programs related to social and community development can be seen in the table below.

Tahun Year	2020	2019	2018
Nilai Investasi (Rp Miliar) Investment Value (Rp Billion)	11,2	40,9	16,4

### Penghargaan Bidang Pengembangan Sosial dan Kemasyarakatan

Berikut ini adalah sertifikat dan penghargaan yang berhasil Elnusa pertahankan dan dapatkan selama tahun 2020.

### Awards in the Field of Social and Community Development

The following are certificates and awards that Elnusa managed to maintain and obtained during 2020.

#### Sertifikasi yang Masih Berlaku di Tahun di Tahun 2020 Valid Certification in 2020

Tanggal Dikeluarkannya Sertifikasi Issue Date of Certification	Jenis Sertifikat Certificate Type	Dikeluarkan oleh Issued by	Masa Berlaku Hingga Validity Period
12 Agustus 2018 12 August 2018	ISO 9001:2015 Sistem Manajemen Mutu Quality Management System	SGS Indonesia	12 Agustus 2021 12 August 2021
12 Agustus 2020 12 August 2020	ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) Anti-Bribery Management System (ABMS)	SGS Indonesia	12 Agustus 2023 12 August 2023

#### Penghargaan Tanggung Jawab Sosial Bidang Pengembangan Sosial dan Kemasyarakatan di Tahun 2020 Social Responsibility Award for Social and Community Development in 2020

Tanggal Date	Nama Penghargaan Award Name	Institusi yang Memberikan Providing Institution
November 2020	The 2 <sup>nd</sup> Anugerah HUMAS INDONESIA Kategori Anak BUMN Terpopuler di Media Digital 2020 The 2 <sup>nd</sup> Anugerah HUMAS INDONESIA Category for the Most Popular SOE Subsidiary in Digital Media 2020	Media Humas Indonesia Indonesian Public Relations Media
November 2020	Pemenang The 2 <sup>nd</sup> Anugerah HUMAS INDONESIA Kategori Pemimpin Anak BUMN Terpopuler di Media Digital 2020 Winner of The 2 <sup>nd</sup> Indonesian Public Relations Award for the Most Popular SOE Subsidiary Leader Category in Digital Media 2020	Media Humas Indonesia Indonesian Public Relations Media
Desember 2020 December 2020	Indonesia Top Digital Public Relation Award (Top Digital PR Award) 2020	TransCo



## TANGGUNG JAWAB TERHADAP KONSUMEN

### CORPORATE SOCIAL RESPONSIBILITY IN THE SCOPE OF RESPONSIBILITY TO CUSTOMERS

#### Komitmen dan Kebijakan

Sebagai perusahaan jasa energi, Perseroan memiliki segmen bisnis yang luas. Kompetensi ini meliputi segmen jasa hulu migas, jasa distribusi dan logistik energi, serta jasa penunjang. Sesuai sifat bisnis perusahaan jasa, jenis servis maupun lokasi kerja berganti-ganti sepanjang waktu menyesuaikan dengan wilayah kerja konsumen atau pelanggan. Durasi waktu pekerjaan pun menyesuaikan dengan permintaan jasa yang diharapkan oleh pelanggan. Perseroan selalu diharapkan untuk memberikan jasa yang memberikan solusi atas permasalahan pelanggan dengan lebih cepat, lebih baik, lebih kompetitif, lebih terkini serta lebih aman. Untuk menjawab tantangan ini, tentunya Perseroan harus dapat memberikan peningkatan kualitas jasa.

Kesungguhan untuk memberikan layanan terbaik kepada pelanggan melalui peningkatan kualitas jasa ini merupakan semangat Perseroan. Hal ini didasari bahwa pelanggan adalah pemangku kepentingan yang mempunyai peran strategis dalam menjamin keberlangsungan usaha. Kesuksesan pelanggan merupakan kesuksesan Perseroan. Realisasi komitmen ini dilaksanakan Perseroan dengan menerapkan kebijakan-kebijakan sebagai berikut:

1. Mengadopsi standarisasi yang berlaku secara internasional dan memperbaharunya secara rutin & berkala
2. Memastikan inovasi berkelanjutan pada setiap fungsi Perseroan
3. Mengimplementasikan sosialisasi, monitor dan evaluasi terhadap mutu dari fungsi Perseroan

Sebagai turunan dari kebijakan pengelolaan kualitas jasa, Perseroan terus melakukan berbagai upaya baik perbaikan pada lini servis yang telah ada, maupun penambahan *value proposition* baru dengan digitalisasi.

#### Lingkup dan Perumusan Tanggung Jawab Sosial Perusahaan terhadap Konsumen

Perseroan memiliki tiga segmen bisnis jasa energi yaitu 1) Jasa hulu migas, 2) Jasa distribusi dan logistik energi, dan 3) Jasa penunjang. Detail informasi mengenai segmen bisnis ini dapat dibaca pada subbab bidang usaha, bab Profil Perusahaan. Komunikasi pemasaran atas jasa melalui berbagai aktivitas maupun media pemasaran secara *business to business* kepada pelanggan.

#### Commitment and Policy

As an energy services company, the Company has a broad business segment. This competency covers the upstream oil and gas services segment, energy distribution and logistics services, and supporting services. Depending on the nature of the service company's business, the type of service or work location changes all the time according to the work area of the consumer or customer. The duration of work time also adjusts to the demand for services expected by the customer. The Company is always expected to provide services that provide solutions to customer problems faster, better, more competitive, more up to date and safer. To answer this challenge, of course, the Company must be able to provide quality improvement services.

Eagerness to provide the best service to customers through improving the quality of this service is the spirit of the Company which is based on the fact that customers are stakeholders who have a strategic role in ensuring business continuity. Customer success is the success of the Company. The realization of this commitment is carried out by the Company by implementing the following policies:

1. Adopting standards that apply internationally and renewing these standards regularly and periodically
2. Encouraging continuous innovations in every function of the Company
3. Implementing socialization, monitoring and evaluation of the quality of the Company's functions

As a derivative of a service quality management policy, The Company continues to make various efforts to improve existing service lines, as well as adding value propositions new with digitalization.

#### Scope and Formulation of Corporate Social Responsibility towards Consumers

The Company has three business segments of energy services. They are 1) Upstream oil and gas services, 2) Energy logistics distribution and services, and 3) supporting services. Detailed information about these business segments can be found in the Field of Business sub-section of the Company Profile section. Marketing communication for services offered is done through various activities and through business-to-business media marketing to customers.



Peran Perseroan dalam memberikan jasa dilakukan dengan menyediakan sumber daya profesional, peralatan maupun material yang diperlukan untuk memberikan solusi atas permasalahan pelanggan. Proses penunjukan Perseroan sebagai kontraktor jasa dilakukan sesuai dengan prosedur yang berlaku di Indonesia. Tidak ada insiden ketidakpatuhan terhadap peraturan dalam hal ini.

Dalam memberikan layanan jasa kepada para pelanggan, Perseroan selalu memastikan bahwa pelanggan tidak hanya mendapatkan layanan jasa operasi terbaik. Namun, bersungguh-sungguh mengupayakan praktik kesehatan dan keselamatan kerja pelanggan, praktik operasi yang bertanggung jawab terhadap lingkungan, serta praktik ketenagakerjaan yang adil. Upaya untuk merumuskan praktik-praktik ini ada dalam berbagai ketentuan yang ada pada Perseroan.

### Rencana dan Target Kegiatan

Perseroan merencanakan berbagai program untuk meningkatkan kepuasan pelanggan. Target yang hendak dicapai antara lain tidak adanya keluhan pelanggan yang menimbulkan adanya sanksi ataupun denda atas penyediaan jasa yang dilakukan. Selain itu sebagai upaya peningkatan penyediaan jasa, Perseroan menargetkan tersusunnya 144 risalah inovasi pada tahun ini.

### Program dan Kegiatan yang Dilakukan

1. *Project Quality Plan (PQP)*  
Perseroan membuat PQP sebelum memulai suatu pekerjaan. Perencanaan ini meliputi aspek sumber daya manusia, QHSSE, teknologi, target pelanggan dan lain-lain. Melalui PQP, Perseroan berupaya memitigasi risiko yang mungkin terjadi, sehingga dapat mencegah hal-hal yang berdampak negatif dalam pelaksanaan pekerjaan yang dapat berakibat ketidakpuasan pelanggan terhadap jasa yang diberikan.
2. *Continuous Improvement Program (CIP)*  
Perseroan menetapkan CIP sebagai *Key Performance Indicator (KPI)* 2020 untuk semua divisi dan anak perusahaan. Pada tahun ini terkumpul 200 dari target 144 risalah CIP dari berbagai fungsi, melibatkan 1.096 karyawan. Program CIP ini dikompetisikan dalam berbagai ajang baik internal Perseroan, Grup Pertamina maupun Internasional. Dari inovasi yang dihasilkan, tercapai value creation senilai Rp548,72 miliar.

The role of the Company in providing services is done by means of providing professional resources, equipment and materials needed to provide solutions to customer problems. The Company's appointment process as a service contractor is carried out in accordance with tender procedures applicable in Indonesia. There have been no incidents of non-compliance with regulations on this matter.

In providing services to customers, the Company always ensures that customers receive more than the best operating services. Also, the Company eagerly exerts all efforts for occupational health and safety practices of customers, environmentally responsible operating practices, and fair employment practices. The Company's efforts to formulate these practices are contained in various provisions.

### Plan and Target Activities

The Company plans various programs to increase customer satisfaction. Targets to be achieved include the absence of customer complaints that lead to sanctions or fines for the provision of services performed. In addition, as an effort to increase service provision, the Company is targeting to compile 144 innovation treatises this year.

### Implemented Programs and Activities

1. *Project Quality Plan*  
The Company makes PQP before starting a job. This plan covers aspects that include human resources, QHSSE, technology, target customers and others. Through PQP, the Company tries to mitigate risks that might occur. Doing so allows the Company to prevent things that have a negative impact to occur during implementation of work, which can result in customer dissatisfaction with the services being provided.
2. *Continuous Improvement Programs (CIP)*  
The Company has set CIP as the 2020 Key Performance Indicator (KPI) for all divisions and subsidiaries. This year, 200 of the target of 144 CIP treatises were collected, involving 1,096 employees from various functions. The CIP program was competed in various events both internally by the Company, Pertamina Group, and International. From the innovations, value creation achieved Rp548.72 billion.

Perseroan menerapkan audit terpadu secara internal dan eksternal atas implementasi ISO 9001:2015, ISO 14001:2015, OHSAS 18001:2007, ISO 55001:2014 dan ISO 37001:2016. Perseroan tercatat baik dalam menerapkan sistem manajemen QHSSE terintegrasi di atas.

Berikut 5 inovasi unggulan di tahun 2020:

- a. High Inhibite Water Base Mud Dengan Fin Hib Di Project Pengeboran Pertamina EP Aset 3
- b. Nitrogen Balance Load Hydraulic Pumping Unit (NBL – HPU)
- c. Inovasi Desain Rig HWU EHR#09 dgn Model Tandem 3 Sub Assy di Project PHE OSES
- d. Replikasi Skidding Substructure Di Project PGE Hululais Bengkulu, PT Elnusa
- e. Metode First Break Nodal Positioning Di Survei Seismik 3d Xray Marine PHE OSES

### 3. Survei Kepuasan Pelanggan

Tujuan dari survei kepuasan pelanggan adalah untuk mengukur dan memantau kepuasan pelanggan terhadap produk dan layanan perusahaan serta mendapatkan umpan balik mengenai status kepuasan atas pekerjaan yang sedang berjalan. Hal ini meliputi penilaian dan feedback terhadap HSE Performance, Quality meliputi produk/ jasa, kinerja peralatan, ketepatan waktu, keterampilan tim meliputi keterampilan teknis dan keterampilan non-teknis, koordinasi dan komunikasi meliputi kemudahan berkoordinasi, tanggap dalam menangani keluhan dan dukungan dari Manajemen terkait.

Survei dilakukan secara sampling dan periodik pada pelanggan melalui penyebaran angket, wawancara ataupun observasi dilapangan. Tingkat kepuasan pelanggan (*customer satisfaction index/ CSI*) terhadap kinerja Elnusa di tahun 2020 adalah 4,21 dan ini sesuai dengan target Perseroan untuk target CSI adalah 4 dari skala 5 dengan jumlah responden di tahun 2020 sebanyak 86 responden, meningkat bila dibandingkan di tahun 2019 yaitu sebanyak 60 responden.

The Company implements an integrated internal and external audit of the implementation of ISO 9001: 2015, ISO 14001: 2015, OHSAS 18001: 2007, ISO 55001: 2014, and ISO 37001: 2016. The company was recorded well at implementing the above integrated QHSSE management system.

Here are 5 top innovations in 2020:

- a. High Inhibite Water Base Mud With Fin Hib In Pertamina EP Asset Drilling Project 3
- b. Nitrogen Balance Load Hydraulic Pumping Unit (NBL - HPU)
- c. Innovation in HWU EHR # 09 Rig Design with Tandem 3 Sub Assy Model in PHE OSES Project
- d. Replication of the Skidding Substructure at the PGE Hululais Bengkulu Project, PT Elnusa
- e. First Break Nodal Positioning Method in the 3D Xray Marine PHE OSES Seismic Survey

### 3. Customer Satisfaction Survey

The purpose of the customer satisfaction survey is to measure and monitor customer satisfaction with the company's products and services and to get feedback on the status of satisfaction with ongoing work. This includes assessment and feedback on HSE Performance, Quality includes products/services, equipment performance, timeliness, team skills including technical skills and non-technical skills, coordination and communication including ease of coordination, responsiveness in handling complaints and support from related.

Management. Surveys are carried out by sampling and periodically to customers through distributing questionnaires, interviews or field observations. The level of customer satisfaction (*customer satisfaction index/CSI*) with Elnusa's performance in 2020 is 4.21 and this is in accordance with the Company's target for the CSI target of 4 out of a scale of 5 with the number of respondents in 2020 as many as 86 respondents, increasing compared to 2019, namely as many as 60 respondents.



#### 4. *Quality Management Assessment*

Sebagai bagian dari grup Pertamina, Perseroan juga menerapkan Quality Management Assessment berbasis Kriteria Kinerja Ekselen Pertamina (KKEP). Penilaian ini merupakan salah satu bentuk audit silang yang dijalankan antara Perseroan dengan Pertamina sebagai induk perusahaan. Dasar audit ini adalah berdasarkan empat fokus peluang perbaikan (OFI), yaitu kepemimpinan & keberlanjutan bisnis, operasional ekselen, fokus tenaga kerja dan fokus pelanggan.

#### 5. *Knowledge Management*

Kegiatan ini bertujuan untuk berbagi pengetahuan terkait dengan operasional dan nonoperasional untuk meningkatkan *knowledge* karyawan. *Sharing* dilakukan dengan menyelenggarakan pertemuan yang difasilitasi oleh EPS setiap pekan sekali di setiap hari Jumat. Materi dari *sharing session* di-upload di [dms.elnusa.co.id](https://dms.elnusa.co.id). Selama tahun 2020 tercatat dilakukan 97 event training, webinar, & sharing dengan jam pembelajaran 4036. Pemikiran atau ide terkumpul sejumlah 196 ide baru, 15 ide diinkubasi dengan 405 karyawan terlibat 10% dari total karyawan Elnusa Group.

### **Pencapaian Kegiatan Tanggung Jawab Sosial Perusahaan Lingkup Tanggung Jawab terhadap Konsumen**

Bentuk pencapaian kegiatan tanggung jawab sosial perusahaan lingkup tanggung jawab terhadap konsumen dapat dilihat dari pencapaian kinerja mutu disepanjang tahun 2020 sebagaimana terlampir di bawah ini:

#### 4. Quality Management Assessment

As part of the Pertamina group, the Company also implements a Quality Management Assessment based on Pertamina's Ekselen Performance Criteria (KKEP). This assessment is a form of cross-audit carried out between the Company and Pertamina as the parent company. The basis for this audit is based on four focus opportunities for improvement (OFI), namely leadership & business sustainability, excellent operations, focus on workforce and customer focus.

#### 5. Knowledge Management

This activity aims to share knowledge related to operational and non-operational activities to increase employee knowledge. Sharing is done by holding a meeting facilitated by EPS once a week on every Friday. The material from the sharing session is uploaded at [dms.elnusa.co.id](https://dms.elnusa.co.id). During 2020, 97 training, webinars, & sharing events were recorded with 4036 learning hours. 196 new ideas or ideas were collected, 15 ideas were incubated with 405 employees involved 10% of the total Elnusa Group employees.

### **Achievement of the Corporate Social Responsibility Activities towards Consumers**

The form of achievement of the corporate social responsibility activities towards responsibility to consumers can be seen from the achievement in the quality performance throughout 2020 as shown below:

Indikator Indicator	Pencapaian Achievements
Risalah CIP CIP Summaries	200 risalah 200 documents
Value creation	Rp549 miliar   billion

### Pengaduan Terkait Layanan serta Produk Perusahaan dan Penanganannya

Agar dapat memberikan pelayanan terbaik kepada konsumen, Perseroan berupaya untuk memperoleh umpan balik dan masukan, baik dari konsumen maupun dari para pemangku kepentingan. Perseroan juga telah memiliki mekanisme dalam menangani pengaduan konsumen baik secara langsung maupun pengaduan melalui media, mulai dari lini depan hingga unit yang bertanggung jawab. Bagi Manajemen, pengaduan ini dapat digunakan untuk memperbaiki kinerja Perseroan di masa datang. Konsumen dan *stakeholders* dapat melakukan pengaduan lewat berbagai media yang sudah disediakan, yaitu *contact center* dan situs web Perseroan.

### Sertifikasi dan Penghargaan Tanggung Jawab Perusahaan terhadap Konsumen atau Pelanggan

Berikut ini adalah sertifikat dan penghargaan yang berhasil Elnusa pertahankan dan dapatkan selama tahun 2020.

### Complaint on the Services and Products of the Company and Its Handling Process

In order to provide the best service to the consumers, the Company tries to obtain feedback and inputs, both from consumers and from stakeholders. The Company also has a mechanism to deal with consumer complaints both directly, as well as for complaints via other media, starting from the front lines to the respective units. For the Management, these complaints can be used to further improve the Company's performance in the future. Consumers and stakeholders can make complaints through the provided channels, namely the Call Center and on the Company's website.

### Certifications and Awards for Corporate Responsibility to Consumers

Below is the certifications and awards that are managed to be maintained and obtained by Elnusa throughout 2020.

Sertifikasi yang Masih Berlaku di Tahun 2020  
Valid Certifications in 2020

Tanggal Dikeluarkannya Sertifikasi Date of Issuance	Jenis Sertifikat Types of Certificate	Dikeluarkan oleh Issued by	Masa Berlaku Hingga Validity Period
12 Agustus 2018 August 12, 2018	ISO 9001 : 2015 Sistem Manajemen Mutu ISO 9001 : 2015 Quality Management System	SGS Indonesia	12 Agustus 2021 August 12, 2021
22 Agustus 2018 August 22, 2018	ISO 14001 : 2015 Sistem Manajemen Lingkungan ISO 14001 : 2015 Environmental Management System	SGS Indonesia	21 Agustus 2021 August 21, 2021
19 Juli 2018 July 19, 2018	OHSAS 18001 : 2007 Sistem Manajemen Keselamatan dan Kesehatan Kerja OHSAS 18001 : 2007 Occupational Health and Safety Management System	SGS Indonesia	12 Maret 2021 March 12, 2021
8 Januari 2018 January 8, 2018	ISO 55001 : 2014 Asset Management System	SGS Indonesia	08 Januari 2021 January 8, 2021
12 Agustus 2020 August 12, 2020	ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001:2016 Anti-Bribery Management System (SMAP)	SGS Indonesia	12 Agustus 2023 August 12, 2023

**Penghargaan di Tahun 2020**  
Awards in 2020

Tanggal Date	Nama Penghargaan Name of Awards	Institusi yang Memberikan Institution Presenting the Award
23 Januari 2020 January 23, 2020	Penghargaan hasil Audit ISO "Memuaskan" ISO Audit result award "Satisfactory"	WQA
Desember 2020 December 2020	Implementasi dan Perolehan Sertifikat ISO 37001:2016 Sistem Manajemen Anti Penyuapan Implementation and Obtaining Certificate of ISO 37001:2016 Anti-Bribery Management System	Pertamina
13 Juli 2020 July 13, 2020	APQ Awards Kategori Gold CIP RT Prove Jalan Lurus APQ Awards Gold CIP RT Prove Jalan Lurus Category	PT Pertamina Persero
13 Juli 2020 July 13, 2020	APQ Awards Kategori Silver CIP RT Prove Highlander APQ Awards Silver Category CIP RT Prove Highlander	PT Pertamina Persero
13 Juli 2020 July 13, 2020	APQ Awards Kategori Gold CIP FT Prove Jamur Merang APQ Awards Gold CIP FT Prove Merang Mushroom Category	PT Pertamina Persero
13 Juli 2020 July 13, 2020	APQ Awards Kategori Platinum CIP PC Prove Laut Biru APQ Awards for Platinum CIP PC Prove Laut Biru Category	PT Pertamina Persero
13 Juli 2020 July 13, 2020	APQ Awards Kategori Gold CIP PC Prove Retina APQ Awards Gold CIP PC Prove Retina Category	PT Pertamina Persero
13 Juli 2020 July 13, 2020	APQ Awards Kategori Gold CIP PC Prove Welltest APQ Awards Gold CIP PC Prove Welltest Category	PT Pertamina Persero
13 Juli 2020 July 13, 2020	APQ Awards Kategori Gold CIP PC Prove D'Finos APQ Awards Gold CIP PC Prove D'Finos Category	PT Pertamina Persero

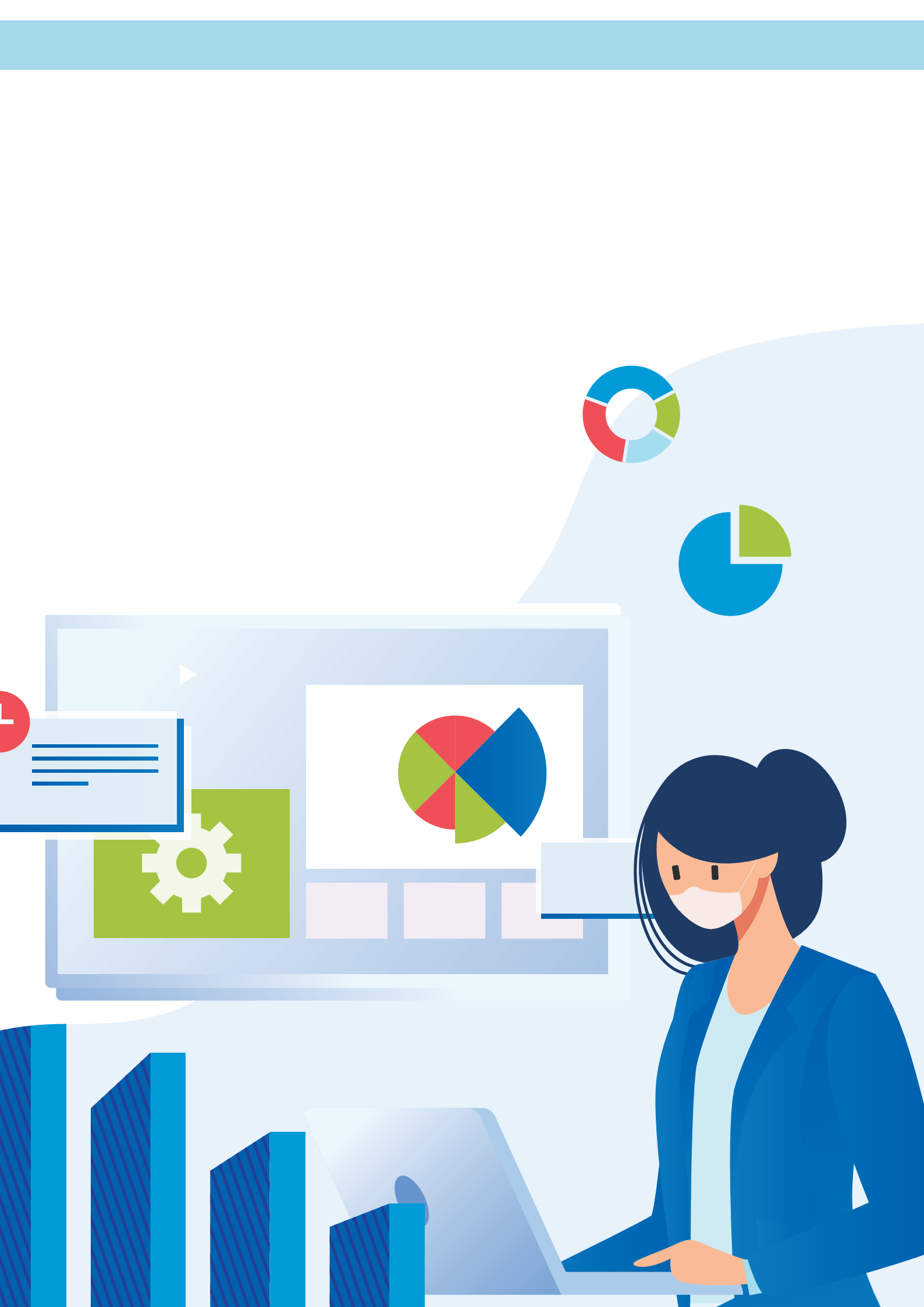


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APPENDIX







## REFERENSI PERATURAN OJK NO. 29/POJK.04/2016 LAPORAN TAHUNAN EMITEN ATAU PERUSAHAAN PUBLIK DAN SEOJK NO. 30/SEOJK.04/2016: BENTUK DAN ISI LAPORAN TAHUNAN EMITEN ATAU PERUSAHAAN PUBLIK

OJK REFERENCE NO. 29/POJK.04/2016

ANNUAL REPORT OF PUBLIC COMPANY AND SEOJK NO. 30/SEOJK.04/2016: FORM AND CONTENT OF ANNUAL REPORT OF PUBLIC COMPANY

Keterangan	Halaman Page	Description
<b>I. Ketentuan Umum</b>		<b>I. General Provision</b>
1. Laporan Tahunan Emiten atau Perusahaan Publik merupakan sumber informasi penting bagi investor atau pemegang saham sebagai salah satu dasar pertimbangan dalam pengambilan keputusan investasi dan sarana pengawasan terhadap Emiten atau Perusahaan Publik.	√	1. Annual Report of a listed company is one of the most important sources as the base for investors or shareholders in making investment decision, and is a means of monitoring issuers or public company
2. Seiring dengan perkembangan Pasar Modal dan meningkatnya kebutuhan investor atau pemegang saham atas keterbukaan informasi, Direksi dan Dewan Komisaris dituntut untuk meningkatkan kualitas keterbukaan informasi melalui Laporan Tahunan Emiten atau Perusahaan Publik.	√	2. Along with the development of Capital Market and the growing needs of investors or shareholders regarding information disclosure, the Board of Directors and the Board of Commissioners are required to improve the quality of information disclosure through annual report.
3. Laporan Tahunan yang disusun secara teratur dan informatif dapat memberikan kemudahan bagi investor atau pemegang saham dalam memperoleh informasi yang dibutuhkan.	√	3. Annual Report should be prepared in an orderly manner and should be informative to provide conveniences for the investors or shareholders in getting the information they need.
4. Surat Edaran Otoritas Jasa Keuangan ini merupakan pedoman bagi Emiten atau Perusahaan Publik yang wajib diterapkan dalam menyusun Laporan Tahunan.	√	4. This Circular Letter of the Financial Service Agency serves a guidelines for Issuers or Public Companies that should be applied in preparing their Annual Report.
<b>II. Bentuk Laporan Tahunan</b>		<b>II. Format of Annual Re</b>
1. Laporan Tahunan disajikan dalam bentuk dokumen cetak dan salinan dokumen elektronik.	√	1. Annual Report Should Be Presented In The Printed Format And In Electronic Document Copy.
2. Laporan Tahunan yang disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid, dan dapat diperbanyak dengan kualitas yang baik.	√	2. The Printed Version Of The Annual Report Should Be Printed On Light-Colored Paper Of Fine Quality, In A4 Size, Bound And Can Be Reproduced In Good Quality.
3. Laporan Tahunan yang disajikan dalam bentuk salinan dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam format pdf.	√	3. The Annual Report Presented In Electronic Document Format Is The Annual Report Converted Into Pdf Format.
<b>III. Isi Laporan Tahunan</b>		<b>III. Content Of Annual Report</b>
<b>1. Ketentuan Umum</b>		<b>1. General Provision</b>
a. Laporan Tahunan paling sedikit memuat informasi mengenai:	√	a. Annual Report should contain at least the following information:
• ikhtisar data keuangan penting;	14	• summary of key financial information;
• informasi saham (jika ada);	18	• stock information (if any);
• laporan Dewan Komisaris;	34	• the Board of Commissioners report;
• laporan Direksi;	50	• the Board of Directors report;
• profil Emiten atau Perusahaan Publik;	68	• profile of Issuer or Public Company;
• analisis dan pembahasan manajemen;	172	• management discussion and analys
• tata kelola Emiten atau Perusahaan Publik	266	• corporate governance applied by the Issuer or Public Company;
• tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik;	490	• corporate social and environmental responsibility of the Issuer or Public Company;
• laporan keuangan tahunan yang telah diaudit; dan	568	• audited annual report; and
• surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan;	64-65	• statement that the Board of Directors and the Board of Commissioners are fully responsible for the Annual Report;

Keterangan	Halaman Page	Description
b. Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami;	√	b. Annual Report may present the information in form of images, charts, tables, and diagrams are presented by mentioning the title and/or clear description, that is easy to read and be understood;
2. Uraian Isi Laporan Tahunan	√	2. Description of Content of Annual Report
a. Ikhtisar Data Keuangan Penting Ikhtisar Data Keuangan Penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat	√	a. Summary of Key Financial Information Summary of Key Financial Information contains financial information presented in comparison with previous 3 (three fiscal years or since commencement of business if the Issuers or the Public Company commencing the business less than 3 (three years, at least contain:
• pendapatan/penjualan;	14	• income/sales;
• laba bruto;	14	• gross profit;
• laba (rugi);	14	• profit (loss);
• jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	14	• total profit (loss) attributable to equity holders of the parent entity and noncontrolling interest;
• total laba (rugi) komprehensif;	14	• total comprehensive profit (loss);
• jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	14	• total comprehensive profit (loss) attributable to equity holders of the parent entity and non controlling interest;
• laba (rugi) per saham;	14	• earning (loss) per share;
• jumlah aset;	15	• 8) total assets
• jumlah liabilitas;	15	• 9) total liabilities;
• jumlah ekuitas;	15	• 10) total equities
• rasio laba (rugi) terhadap jumlah aset;	17	• 1 profit (loss) to total assets ratio;
• rasio laba (rugi) terhadap ekuitas	17	• 1 profit (loss) to equities ratio;
• rasio laba (rugi) terhadap pendapatan/ penjualan;	17	• 1 profit (loss) to income ratio;
• rasio lancar;	17	• 1 current ratio;
• rasio liabilitas terhadap ekuitas;	17	• 1 liabilities to equities ratio;
• rasio liabilitas terhadap jumlah aset; dan	17	• 1 liabilities to total assets ratio; and
• informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya;	17	• 1 other information and financial ratios relevant to the Issuer or Public Company and type of industry;
b. Informasi Saham	√	b. Stock Information
Informasi Saham (jika ada) paling sedikit memuat:		Stock Information (if any) at least contains:
• saham yang telah diterbitkan untuk setiap masa triwulan (jika ada) yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit meliputi:	18	• shares issued for each three-month period in the last 2 (two) fiscal years (if any), at least covering
» jumlah saham yang beredar;	√	» number of outstanding shares;
» kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan	√	» market capitalization based on the price at the Stock Exchange where the shares listed on;
» harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	√	» highest share price, lowest share price, closing share price at the Stock Exchange where the shares listed on; and
» volume perdagangan pada Bursa Efek tempat saham dicatatkan;	√	» share volume at the Stock Exchange where the shares listed on;
Informasi pada huruf a) diungkap oleh Emiten yang merupakan Perusahaan Terbuka yang sahamnya tercatat maupun tidak tercatat di Bursa Efek;	√	Information in point a) should be disclosed by the Issuer, the public company whose shares is listed or not listed in the Stock Exchange;
Informasi pada huruf b), c), dan huruf d) hanya diungkapkan jika Emiten merupakan Perusahaan Terbuka dan sahamnya tercatat di Bursa Efek;	√	Information in point b), point c), and point d) only be disclosed if the Issuer is a public company whose shares is listed in the Stock Exchange;



Keterangan	Halaman Page	Description
<ul style="list-style-type: none"> <li>dalam hal terjadi aksi korporasi, seperti pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, dan perubahan nilai nominal saham, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai               <ul style="list-style-type: none"> <li>» tanggal pelaksanaan aksi korporasi;</li> <li>» rasio pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, dan perubahan nilai nominal saham;</li> <li>» jumlah saham beredar sebelum dan sesudah aksi korporasi; dan</li> <li>» harga saham sebelum dan sesudah aksi korporasi;</li> </ul> </li> </ul>	22	<ul style="list-style-type: none"> <li>in the event of corporate actions, including stock split, reverse stock, dividend, bonus share, and change in par value of shares, then the share price referred to in point 1), should be added with explanation on:               <ul style="list-style-type: none"> <li>» date of corporate action;</li> <li>» stock split ratio, reverse stock, dividend, bonus shares, and change in par value of shares;</li> <li>» number of outstanding shares prior to and after corporate action; and</li> <li>» share price prior to and after corporate action;</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>dalam hal terjadi penghentian sementara perdagangan saham (suspension), dan/atau penghapusan pencatatan saham (delisting) dalam tahun buku, Emiten atau Perusahaan Publik menjelaskan alasan penghentian sementara perdagangan saham (suspension) dan/atau penghapusan pencatatan saham (delisting) tersebut; dan</li> </ul>	n/a	<ul style="list-style-type: none"> <li>in the event that the company's shares were suspended and/or delisted from trading during the year under review, then the Issuers or Public Company should provide explanation on the reason for the suspension and/or delisting; and</li> </ul>
<ul style="list-style-type: none"> <li>dalam hal penghentian sementara perdagangan saham (suspension) dan/atau penghapusan pencatatan saham (delisting) sebagaimana dimaksud pada angka 3) masih berlangsung hingga akhir periode Laporan Tahunan, Emiten atau Perusahaan Publik menjelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (suspension) dan/atau penghapusan pencatatan saham (delisting) tersebut;</li> </ul>	n/a	<ul style="list-style-type: none"> <li>in the event that the suspension and/or delisting as referred to in point was still in effect until the date of the Annual Report, then the Issuer or the Public Company should also explain the corporate actions taken by the company in resolving the suspension and/or delisting;</li> </ul>
c. Laporan Direksi	50	c. The Board of Directors Report
Laporan Direksi paling sedikit memuat:		The Board of Directors Report should at least contain the following items:
<ul style="list-style-type: none"> <li>uraian singkat mengenai kinerja Emiten atau Perusahaan Publik, paling sedikit meliputi:               <ul style="list-style-type: none"> <li>» strategi dan kebijakan strategis Emiten atau Perusahaan Publik;</li> <li>» perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan</li> <li>» kendala yang dihadapi Emiten atau Perusahaan Publik;</li> </ul> </li> <li>gambaran tentang prospek usaha;</li> <li>penerapan tata kelola Emiten atau Perusahaan Publik; dan</li> <li>perubahan komposisi anggota Direksi dan alasan perubahannya (jika ada);</li> </ul>	51	<ul style="list-style-type: none"> <li>the performance of the Issuer or Public Company, at least covering:               <ul style="list-style-type: none"> <li>» strategy and strategic policies of the Issuer or Public Company;</li> <li>» comparison between achievement of results and targets; and</li> <li>» challenges faced by the Issuer or Public Company;</li> </ul> </li> <li>description on business prospects;</li> <li>implementation of good corporate governance by Issuer or Public Company; and</li> <li>changes in the composition of the Board of Directors and the reason behind (if any);</li> </ul>
d. Laporan Dewan Komisaris	34	d. The Board of Commissioners Report
Laporan Dewan Komisaris paling sedikit memuat:		The Board of Commissioners Report should at least contain the following items
<ul style="list-style-type: none"> <li>penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik;</li> <li>pengawasan terhadap implementasi strategi Emiten atau Perusahaan Publik;</li> <li>pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi;</li> <li>pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik;</li> </ul>	38	<ul style="list-style-type: none"> <li>assessment on the performance of the Board of Directors in managing the Issuer or the Public Company;</li> <li>supervision on the implementation of the strategy of the Issuer or Public Company;</li> <li>view on the business prospects of the Issuer or Public Company as established by the Board of Directors;</li> <li>view on the implementation of the corporate governance by the Issuer or Public Company;</li> </ul>

Keterangan	Halaman Page	Description
<ul style="list-style-type: none"> <li>perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya (jika ada); dan</li> </ul>	46	<ul style="list-style-type: none"> <li>changes in the composition of the Board of Commissioners and the reason behind (if any); and</li> </ul>
<ul style="list-style-type: none"> <li>frekuensi dan cara pemberian nasihat kepada anggota Direksi;</li> </ul>	41	<ul style="list-style-type: none"> <li>the frequency and procedure of providing advice to members of the Board of Directors;</li> </ul>
e. Profil Emiten atau Perusahaan Publik	68	e. Profile of the Issuer or Public Company
Profil Emiten atau Perusahaan Publik paling sedikit memuat:		Profile of the Issuer or Public Company should cover at least:
<ul style="list-style-type: none"> <li>nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku;</li> </ul>	68	<ul style="list-style-type: none"> <li>name of Issuer or Public Company, including change of name, reason of change, and the effective date of the change of name during the year under review;</li> </ul>
<ul style="list-style-type: none"> <li>akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi <ul style="list-style-type: none"> <li>» alamat;</li> <li>» nomor telepon;</li> <li>» nomor faksimile;</li> <li>» alamat surat elektronik; dan</li> <li>» alamat Situs Web;</li> </ul> </li> </ul>	69	<ul style="list-style-type: none"> <li>access to Issuer or Public Company, including branch office or representative office, where public can have access of information of the Issuer or Public Company, which include: <ul style="list-style-type: none"> <li>» address;</li> <li>» telephone number;</li> <li>» facsimile number;</li> <li>» e-mail address; and</li> <li>» website address;</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>riwayat singkat Emiten atau Perusahaan Publik;</li> </ul>	70	<ul style="list-style-type: none"> <li>brief history of the Issuer or Public Company;</li> </ul>
<ul style="list-style-type: none"> <li>visi dan misi Emiten atau Perusahaan Publik;</li> </ul>	82	<ul style="list-style-type: none"> <li>vision and mission of the Issuer or Public Company;</li> </ul>
<ul style="list-style-type: none"> <li>kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/ atau jasa yang dihasilkan;</li> </ul>	73	<ul style="list-style-type: none"> <li>line of business according to the latest Articles of Association, and types of products and/or services produced;</li> </ul>
<ul style="list-style-type: none"> <li>struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi, disertai dengan nama dan jabatan;</li> </ul>	80	<ul style="list-style-type: none"> <li>structure of organization of the Issuer or Public Company in chart form, at least 1 (on level below the Board of Directors, with the names and titles;</li> </ul>
<ul style="list-style-type: none"> <li>profil Direksi, paling sedikit memuat: <ul style="list-style-type: none"> <li>» nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;</li> <li>» foto terbaru;</li> <li>» usia;</li> <li>» kewarganegaraan</li> <li>» riwayat pendidikan;</li> <li>» riwayat jabatan, meliputi informasi <ul style="list-style-type: none"> <li>◊ dasar hukum penunjukan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan;</li> <li>◊ rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya (jika ada); dan</li> <li>◊ pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;</li> </ul> </li> </ul> </li> </ul>	90	<ul style="list-style-type: none"> <li>the Board of Directors profiles include: <ul style="list-style-type: none"> <li>» name and short description of duties and functions;</li> <li>» latest photograph</li> <li>» age;</li> <li>» citizenship</li> <li>» education;</li> <li>» history position, covering information on: <ul style="list-style-type: none"> <li>◊ legal basis for appointment as member of the Board of Directors to the said Issuer or Public Company;</li> <li>◊ dual position, as member of the Board of Directors, member of the Board of Commissioners, and/or member of committee, and other position (if any); and</li> <li>◊ working experience and period in and outside the Issuer or Public Company;</li> </ul> </li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>pendidikan dan/atau pelatihan yang telah diikuti anggota Direksi dalam meningkatkan kompetensi dalam tahun buku (jika ada); dan</li> </ul>	165	<ul style="list-style-type: none"> <li>competency enhancement education and/or training program for member of the Board of Directors during the year under review (if any); and</li> </ul>
<ul style="list-style-type: none"> <li>hubungan Afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, dan pemegang saham utama (jika ada) meliputi nama pihak yang terafiliasi;</li> </ul>	√	<ul style="list-style-type: none"> <li>disclosure of affiliation with other members of the Board of Directors, members of the Board of Commissioners, and major shareholders (if any) including name of the affiliated party;</li> </ul>
<ul style="list-style-type: none"> <li>profil Dewan Komisaris, paling sedikit memuat</li> </ul>	86	<ul style="list-style-type: none"> <li>the Board of Commissioners profiles, at least include:</li> </ul>



Keterangan	Halaman Page	Description
» nama;	v	» name;
» foto terbaru;	v	» latest photograph;
» usia;	v	» age;
» kewarganegaraan;	v	» citizenship;
• riwayat pendidikan;	v	• education;
• riwayat jabatan, meliputi informasi:		• history position, covering information on:
» dasar hukum penunjukan sebagai anggota Dewan Komisaris yang bukan merupakan Komisaris Independen pada Emiten atau Perusahaan Publik yang bersangkutan;	v	» legal basis for the appointment as member of the Board of Commissioners who is not Independent Commissioner at the said Issuer or Public Company;
» dasar hukum penunjukan pertama kali sebagai anggota Dewan Komisaris yang merupakan Komisaris Independen pada Emiten atau Perusahaan Publik yang bersangkutan;	v	» legal bases for the first appointment as member of the Board of Commissioners who also Independent Commissioner at the said Issuer or Public Company;
» rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	v	» dual position; as member of the Board of Commissioners, member of the Board of Directors, and/or member of committee and other position (if any); and
» pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	v	» working experience and period in and outside the Issuer or Public Company;
• pendidikan dan/atau pelatihan yang telah diikuti anggota Dewan Komisaris dalam meningkatkan kompetensi dalam tahun buku (jika ada);	165	• competency enhancement education and/or training program for member of the Board of Commissioner during the year under review (if any);
• hubungan Afiliasi dengan anggota Dewan Komisaris lainnya dan pemegang saham utama (jika ada) meliputi nama pihak yang terafiliasi; dan	v	• affiliation with other members of the Board of Commissioners, and major shareholders (if any) including name of the affiliated party; and
• pernyataan independensi Komisaris Independen dalam hal Komisaris Independen telah menjabat lebih dari 2 (dua) periode (jika ada);	v	• statement of independence of Independent Commissioner in the event that the Independent Commissioner has been appointed more than 2 (two) periods (if any)
• dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya;	311, 312	• in the event that there were changes in the composition of the Board of Commissioners and/or the Board of Directors occurring between the period after year-end until the date the Annual Report submitted, then the last and the previous composition of the Board of Commissioners and/or the Board of Directors shall be stated in the Annual Report;
• jumlah karyawan dan deskripsi sebaran tingkat pendidikan dan usia karyawan dalam tahun buku;	106	• number of employees and description of distribution of education level and age of the employee in the year under review;
• nama pemegang saham dan persentase kepemilikan pada akhir tahun buku, yang terdiri dari:	130	• names of shareholders and ownership percentage at the end of the fiscal year, including:
» pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik;	v	» shareholders having 5% (five percent) or more shares of Issuer or Public Company;
» anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik; dan	v	» Commissioners and Directors who own shares of the Issuers or Public Company; and
» kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik	v	» groups of public shareholders, or groups of shareholders, each with less than 5% (five percent) ownership shares of the Issuers or Public Company;
• jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi:	131	• number of shareholders and ownership percentage at the end of the fiscal year, based on:
» kepemilikan institusi lokal	v	» ownership of local institutions;
» kepemilikan institusi asing;	v	» ownership of foreign institutions;
» kepemilikan individu lokal; dan	v	» ownership of local individual; and
» kepemilikan individu asing;	v	» ownership of foreign individual;

Keterangan	Halaman Page	Description
<ul style="list-style-type: none"> <li>informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan;</li> </ul>	130	<ul style="list-style-type: none"> <li>information on major shareholders and controlling shareholders the Issuers of Public Company, directly or indirectly, and also individual shareholder, presented in the form of scheme or diagram;</li> </ul>
<ul style="list-style-type: none"> <li>nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama di mana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas, beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi Emiten atau Perusahaan Publik tersebut (jika ada);</li> </ul>	142	<ul style="list-style-type: none"> <li>name of subsidiaries, associated companies, joint venture controlled by Issuers or Public Company, with entity, percentage of stock ownership, line of business, total assets and operating status of the Issuers of Public Company (if any);</li> </ul>
<ul style="list-style-type: none"> <li>Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut;</li> </ul>	150	<ul style="list-style-type: none"> <li>For subsidiaries, include the addresses of the said subsidiaries;</li> </ul>
<ul style="list-style-type: none"> <li>kronologi pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama Bursa Efek di mana saham Emiten atau Perusahaan Publik dicatatkan (jika ada);</li> </ul>	140	<ul style="list-style-type: none"> <li>chronology of share listing, number of shares, par value, and bid price from the beginning of listing up to the end of the financial year, and name of Stock Exchange where the Issuers of Public Company shares are listed;</li> </ul>
<ul style="list-style-type: none"> <li>kronologi pencatatan Efek lainnya selain Efek sebagaimana dimaksud pada angka 15), yang paling sedikit memuat nama Efek, tahun penerbitan, tanggal jatuh tempo, nilai penawaran, dan peringkat Efek (jika ada);</li> </ul>	150	<ul style="list-style-type: none"> <li>chronology of securities listing in addition to the said security in point 15, which at least should contain the name of the Securities, year of issuance, date of maturity, bid price, and rating of the securities (if any);</li> </ul>
<ul style="list-style-type: none"> <li>nama dan alamat lembaga dan/atau profesi penunjang pasar modal;</li> </ul>	158	<ul style="list-style-type: none"> <li>name and address of capital market supporting institutions and/or professionals;</li> </ul>
<ul style="list-style-type: none"> <li>dalam hal terdapat profesi penunjang pasar modal yang memberikan jasa secara berkala kepada Emiten atau Perusahaan Publik, diungkapkan informasi mengenai jasa yang diberikan, komisi (<i>fee</i>), dan periode penugasan; dan</li> </ul>	158	<ul style="list-style-type: none"> <li>in the event that the capital market supporting professionals provide services on a regular basis to the Issuer or the Public Company, then information on the services provided, fee and period of assignment should be disclosed; and</li> </ul>
<ul style="list-style-type: none"> <li>penghargaan dan/atau sertifikasi yang diterima Emiten atau Perusahaan Publik baik yang berskala nasional maupun internasional dalam tahun buku terakhir (jika ada), yang memuat: <ul style="list-style-type: none"> <li>» nama penghargaan dan/atau sertifikasi;</li> <li>» badan atau lembaga yang memberikan; dan</li> <li>» masa berlaku penghargaan dan/atau sertifikasi (kalau ada);</li> </ul> </li> </ul>	159	<ul style="list-style-type: none"> <li>awards and/or certification of national and international scales bestowed on the Issuer or Public Company during the last fiscal year (if any), covering: <ul style="list-style-type: none"> <li>» name of award and/or certification;</li> <li>» organization/institution that gives the awards; and</li> <li>» award/certificate validity period (if any);</li> </ul> </li> </ul>
<p>f. Analisis dan Pembahasan Manajemen</p> <p>Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat:</p>	172	<p>f. Management Discussion and Analysis</p> <p>Management Analysis and Discussion Annual should contain discussion and analysis on financial statements and other material information emphasizing material changes that occurred during the year under review, at least including:</p>
<ul style="list-style-type: none"> <li>tinjauan operasi per segmen operasi sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai: <ul style="list-style-type: none"> <li>» produksi, yang meliputi proses, kapasitas, dan perkembangannya;</li> <li>» pendapatan/penjualan; dan</li> <li>» profitabilitas;</li> </ul> </li> </ul>	189	<ul style="list-style-type: none"> <li>operational review per business segment, according to the type of industry of the Issuer or Public Company including: <ul style="list-style-type: none"> <li>» production, including process, capacity, and growth;</li> <li>» income/sales; and</li> <li>» profitability;</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai: <ul style="list-style-type: none"> <li>» aset lancar, aset tidak lancar, dan total aset;</li> <li>» liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas;</li> <li>» ekuitas;</li> </ul> </li> </ul>	224	<ul style="list-style-type: none"> <li>comprehensive financial performance analysis which includes a comparison between the financial performance of the last 2 (two) fiscal years, and explanation on the causes and effects of such changes, among others concerning: <ul style="list-style-type: none"> <li>» current assets, non-current assets, and total assets;</li> <li>» short-term liabilities, long-term liabilities, total liabilities;</li> <li>» equities;</li> </ul> </li> </ul>



Keterangan	Halaman Page	Description
» pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan	√	» sales/operating revenues, expenses and profit (loss), other comprehensive revenues, and total comprehensive profit (loss); and
» arus kas;	√	» cash flow
» kemampuan membayar utang dengan menyajikan perhitungan rasio yang relevan;	√	» the capacity to pay debts by including the computation of relevant ratios;
» tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan;	√	» accounts receivable collectability of the Issuer or Public Company, including the computation of the relevant ratios;
» struktur modal (capital structure) dan kebijakan manajemen atas struktur modal (capital structure) tersebut disertai dasar penentuan kebijakan dimaksud;	√	» capital structure and management policies concerning capital structure, including the basis for determining the said policy;
» bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit meliputi:	√	» discussion on material ties for the investment of capital goods, including the explanation on at least:
◊ tujuan dari ikatan tersebut;	√	◊ the purpose of such ties;
◊ sumber dana yang diharapkan untuk memenuhi ikatan tersebut;	√	◊ source of funds expected to fulfill the said ties;
◊ mata uang yang menjadi denominasi; dan	√	◊ currency of denomination; and
◊ langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait;	√	◊ steps taken by the Issuer of Public Company to protect the position of a related foreign currency against risks;
» bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit meliputi:	√	» discussion on investment of capital goods which was realized in the last fiscal year, at least include:
◊ jenis investasi barang modal;	√	◊ type of investment of capital goods;
◊ tujuan investasi barang modal; dan	√	◊ objective of the investment of capital goods; and
◊ nilai investasi barang modal yang dikeluarkan;	√	◊ value of the investment of capital goods;
» informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);	√	» material information and facts that occurring after the date of the accountant's report (if any);
» prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya;	√	» information on the prospects of the Issuer or the Company in connection with industry, economy in general, accompanied with supporting quantitative data if there is a reliable data source;
» perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai:	√	» comparison between target/projection at beginning of year and result (realization), concerning:
◊ pendapatan/penjualan	√	◊ income/sales
◊ laba (rugi);	√	◊ profit (loss);
◊ struktur modal (capital structure); atau	√	◊ capital structure; or
◊ hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	√	◊ others that deemed necessary for the Issuer or Public Company;
» target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai:	√	» target/projection at most for the next one year of the Issuer or Public Company, concerning:
◊ pendapatan/penjualan;	√	◊ income/sales;
◊ laba (rugi);	√	◊ profit (loss);
◊ struktur modal (capital structure);	√	◊ capital structure; or
◊ kebijakan dividen; atau	√	◊ dividend policy;
◊ hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik	√	◊ or others that deemed necessary for the Issuer or Public Company;
» aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar;	√	» marketing aspects of the company's products and/or services the Issuer or Public Company, among others marketing strategy and market share;



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» uraian mengenai dividen selama 2 (dua) tahun buku terakhir (jika ada), paling sedikit:	√	» description regarding the dividend policy during the last 2 (two) fiscal years, at least:
◊ kebijakan dividen;	√	◊ dividend policy;
◊ tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas;	√	◊ the date of the payment of cash dividend and/or date of distribution of non-cash dividend;
◊ jumlah dividen per saham (kas dan/atau non kas); dan	√	◊ amount of cash per share (cash and/or non cash); and
◊ jumlah dividen per tahun yang dibayar;	√	◊ amount of dividend per year paid;
• realisasi penggunaan dana hasil Penawaran Umum, dengan ketentuan:	140	• use of proceeds from Public Offerings, under the condition of:
» dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil Penawaran Umum secara kumulatif sampai dengan akhir tahun buku; dan	√	» during the year under review, on which the Issuer has the obligation to report the realization of the use of proceeds, then the realization of the cumulative use of proceeds until the year end should be disclosed; and
» dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, maka Emiten menjelaskan perubahan tersebut;	√	» in the event that there were changes in the use of proceeds as stipulated in the Regulation of the Financial Services Authority on the Report of the Utilization of Proceeds from Public Offering, then Issuer should explain the said changes;
• informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi Afiliasi, dan transaksi yang mengandung benturan kepentingan, yang terjadi pada tahun buku, antara lain memuat:	251	• material information (if any), among others concerning investment, expansion, divestment, acquisition, debt/capital restructuring, transactions with related parties and transactions with conflict of interest that occurred during the year under review, among others include:
» tanggal, nilai, dan objek transaksi	√	» transaction date, value, and object;
» nama pihak yang melakukan transaksi;	√	» name of transacting parties;
» sifat hubungan Afiliasi (jika ada);	√	» nature of related parties (if any);
» penjelasan mengenai kewajaran transaksi; dan	√	» description of the fairness of the transaction; and
» pemenuhan ketentuan terkait;	√	» compliance with related rules and regulations;
• perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan	268	• changes in regulation which have a significant effect on the Issuer or Public Company and impacts on the company (if any); and
• perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada);	269	• changes in the accounting policy, rationale and impact on the financial statement (if any);
g. Tata Kelola Emiten atau Perusahaan Publik	265	g. Corporate Governance of the Issuer or Public Company
Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai:		Corporate Governance of the Issuer or Public Company contains at least:
• Direksi, mencakup antara lain:	316	• the Board of Directors, covering:
» tugas dan tanggung jawab masing-masing anggota Direksi;	√	» the tasks and responsibilities of each member of the Board of Directors;
» pernyataan bahwa Direksi memiliki pedoman atau piagam (charter) Direksi;	√	» statement that the Board of Directors has already have board manual or charter;
» prosedur, dasar penetapan, struktur, dan besarnya remunerasi masing-masing anggota Direksi, serta hubungan antara remunerasi dengan kinerja Emiten atau Perusahaan Publik;	√	» procedure, legal basis, structure, and amount of remuneration of each member of the Board of Directors, relation between remuneration and performance of the Issuer or Public Company;
» kebijakan dan pelaksanaan tentang frekuensi rapat Direksi, termasuk rapat bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut;	√	» the policies and the frequency of the meeting of the Board of Directors, including the joint meeting with Board of Commissioners, and attendance of member of the Board of Directors in the said meeting;
» informasi mengenai keputusan RUPS 1 (satu) tahun sebelumnya, meliputi:	√	» information on the resolution from the AGM of the previous 1 (one) year, covering:



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◊ keputusan RUPS yang direalisasikan pada tahun buku; dan	√	◊ AGM resolutions that were realized during the fiscal year; and
◊ alasan dalam hal terdapat keputusan yang belum direalisasikan;	√	◊ explanation for the unrealized resolution;
» informasi mengenai keputusan RUPS pada tahun buku, meliputi:	√	» information regarding the AGM resolution in the year under review, including
◊ keputusan RUPS yang direalisasikan pada tahun buku; dan	√	◊ AGM resolutions that were realized during the fiscal year; and
◊ alasan dalam hal terdapat keputusan yang belum direalisasikan; dan	√	◊ explanation for the unrealized resolution
» penilaian terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi;	√	» assessment on the performance of the committee under the Board of Directors;
• Dewan Komisaris, mencakup antara lain:	√	• the Board of Commissioners, among others include:
» tugas dan tanggung jawab Dewan Komisaris;	√	» duties and responsibilities of the Board of Commissioners;
» pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (charter) Dewan Komisaris	√	» statement that the Board of Commissioner has already have the board manual or charter;
» prosedur, dasar penetapan, struktur, dan besarnya remunerasi masing-masing anggota Dewan Komisaris;	√	» procedure, legal basis, structure, and amount of remuneration for each member of Board of Commissioners;
» kebijakan dan pelaksanaan tentang frekuensi rapat Dewan Komisaris, termasuk rapat bersama Direksi, dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut;	√	» policies and frequency of meeting of the Board of Commissioners, including meeting with the Board of Directors, and attendance of each member of the Board of Commissioners in the said meetings;
» kebijakan Emiten atau Perusahaan Publik tentang penilaian terhadap kinerja anggota Direksi dan anggota Dewan Komisaris dan pelaksanaannya, paling sedikit meliputi:	√	» policies of the Issuer or Public Company regarding the assessment on the performance of the Board of Directors and Board of Commissioners and the implementation, at least covering:
◊ prosedur pelaksanaan penilaian	√	◊ procedure for the implementation of performance assessment;
◊ kinerja	√	◊ criteria for assessment; and
◊ kriteria yang digunakan; dan	√	◊ assessor
◊ pihak yang melakukan penilaian;	√	
» penilaian terhadap kinerja komite yang mendukung pelaksanaan tugas Dewan Komisaris; dan	√	» assessment on the performance of the committees under the Board of Commissioners; and
» dalam hal Dewan Komisaris tidak membentuk Komite Nominasi dan Remunerasi, dimuat informasi paling sedikit mengenai:	n/a	» in the event that the Board of Commissioners does not establish the Nomination and Remuneration Committee, than should contain at least:
• alasan tidak dibentuknya komite; dan	n/a	• reason not to establish the committee; and
• prosedur nominasi dan remunerasi yang dilakukan dalam tahun buku;		• procedure of nomination and remuneration performed in the year under review;
• Dewan Pengawas Syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat:	n/a	• Sharia Supervisory Board, for Issuer or Public Company that conduct business based on sharia law, as stipulated in the articles of association, at least containing:
◊ nama;	n/a	◊ name
◊ tugas dan tanggung jawab Dewan Pengawas Syariah; dan	n/a	◊ duty and responsibility of Sharia Supervisory Board; and
◊ frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan Prinsip Syariah di Pasar Modal terhadap Emiten atau Perusahaan Publik;	n/a	◊ frequency and procedure in providing advice and suggestion, as well as the compliance of Sharia Principles by the Issuer or Public Company in the Capital Market;
• Komite Audit, mencakup antara lain:	367	• Audit Committee, among others covering:
» nama dan jabatannya dalam keanggotaan komite;	√	» name and position in the committee;
» usia;	√	» age;
» kewarganegaraan	√	» citizenship

Keterangan	Halaman Page	Description
» riwayat pendidikan;	√	» education background;
» riwayat jabatan, meliputi informasi:	√	» history of position; including:
◊ dasar hukum penunjukan sebagai anggota komite;	√	◊ legal basis for the appointment as member of the committee;
◊ rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	√	◊ dual position, as member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
◊ pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	◊ working experience and period in and outside the Issuer or Public Company;
• periode dan masa jabatan anggota Komite Audit;	368	• period and terms of office of the member of Audit Committee;
• pernyataan independensi Komite Audit;	371	• statement of independence of the Audit Committee
• kebijakan dan pelaksanaan tentang frekuensi rapat Komite Audit dan tingkat kehadiran anggota Komite Audit dalam rapat tersebut;	374	• policies and implementation of the frequency of meeting of the Audit Committee and attendance of member of Audit Committee;
• pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan	165	• education and/or training during the year under review (if any); and
• pelaksanaan kegiatan Komite Audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam ( <i>charter</i> ) Komite Audit;	375	• the activities of the Audit Committee in the year under review, in accordance with the Audit Committee Charter;
• komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi dan/ atau Dewan Komisaris, seperti Komite Nominasi dan Remunerasi, mencakup antara lain:	376	• other committee of the Issuer or the Public Company formed to support the function and duty of the Board of Directors and/or the Board of Commissioners, such as Nomination and Remuneration Committee, containing:
» nama dan jabatannya dalam keanggotaan komite;	√	» name and position in the Committee
» usia;	√	» age;
» kewarganegaraan;	√	» citizenship
» riwayat pendidikan	√	» education background
» riwayat jabatan, meliputi informasi:	√	» history of position, including:
◊ dasar hukum penunjukan sebagai anggota komite;	√	◊ legal basis for the appointment a member of the committee;
◊ rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	√	◊ dual position, as member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
◊ pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	◊ working experience and period in and outside the Issuer or Public Company;
» periode dan masa jabatan anggota komite;	√	» period and terms of office of the member of Audit Committee;
» uraian tugas dan tanggung jawab;	√	» description of duty and responsibility;
» pernyataan bahwa telah memiliki pedoman atau piagam ( <i>charter</i> ) komite;	√	» statement that the Committee has already have the Charter;
» pernyataan independensi komite;	√	» statement of independence of the Committee;
• kebijakan dan pelaksanaan tentang frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut;	383	• policies and frequency of meeting of the committee, and attendance of each member of the committee in the said meetings;
• pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan	165	• education and/or training during the year under review (if any);amd
• uraian singkat pelaksanaan kegiatan komite pada tahun buku;	383	• brief description on the activities of the committee;
• Sekretaris Perusahaan, mencakup antara lain:	397	• Corporate Secretary, including:
» nama;	√	» name;
» domisili;	√	» domicile;
» riwayat jabatan, meliputi informasi:	√	» history of position, including



Keterangan	Halaman Page	Description
◊ dasar hukum penunjukan sebagai Sekretaris Perusahaan; dan	√	◊ legal basis for the appointment as Corporate Secretary; and
◊ pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	◊ working experience and period in and outside the Issuer or Public Company;
• riwayat pendidikan;	399	• education background;
• pendidikan dan/atau pelatihan yang diikuti dalam tahun buku; dan	165	• education and/or training during the year under review; and
• uraian singkat pelaksanaan tugas Sekretaris Perusahaan pada tahun buku;	401	• brief description on the implementation of duties of the Corporate Secretary in the year under review;
• Unit Audit Internal, mencakup antara lain:	418	• Internal Audit Unit, among others including:
» nama kepala Unit Audit Internal;	√	» name of Head of Internal Audit Unit;
» riwayat jabatan, meliputi informasi:	√	» history of position, including:
◊ dasar hukum penunjukan sebagai kepala Unit Audit Internal; dan	√	◊ legal basis for the appointment as Head of Internal Audit Unit; and
◊ pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	◊ working experience and period in and outside the Issuer or Public Company;
• kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada);	421	• qualification or certification as internal auditor (if any);
• pendidikan dan/atau pelatihan yang diikuti dalam tahun buku;	165	• education and/or training during the year under review;
• struktur dan kedudukan Unit Audit Internal;	420	• structure and position of Internal Audit Unit;
• uraian tugas dan tanggung jawab;	422	• description of duties and responsibilities;
• pernyataan bahwa telah memiliki pedoman atau piagam ( <i>charter</i> ) Unit Audit Internal; dan	422	• statement that the Internal Audit Unit has already have Internal Audit Unit charter; and
• uraian singkat pelaksanaan tugas Unit Audit Internal pada tahun buku;	422	• brief description on the implementation of duty of Internal Audit Unit during the year under review;
• uraian mengenai sistem pengendalian internal ( <i>internal control</i> ) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	440	• description on internal control system adopted by the Issuer or Public Company, at least covering:
» pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya; dan	√	» financial and operational control, and compliance to the other prevailing rules; and
» tinjauan atas efektivitas sistem pengendalian internal	√	» review on the effectiveness of internal control systems;
• sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	430	• risk management system implemented by the company, at least includes:
» gambaran umum mengenai system manajemen risiko Emiten atau Perusahaan Publik;	√	» general description about the company's risk management system the Issuer or Public Company;
» jenis risiko dan cara pengelolaannya; dan	√	» types of risk and the management; and
» tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik	√	» review the effectiveness of the risk management system applied by the Issuer or Public Company
• perkara penting yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), antara lain meliputi:	442	• important cases faced by the Issuer or Public Company, subsidiaries, current members of the Board of Commissioners and the Board of Directors, among others include:
» pokok perkara/gugatan	√	» substance of the case/claim;
» status penyelesaian perkara/gugatan; dan	√	» status of settlement of case/claim; and
» pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;	√	» potential impacts on the condition of the Issuer or Public Company

Keterangan	Halaman Page	Description
<ul style="list-style-type: none"> <li>informasi tentang sanksi administratif yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan Direksi, oleh otoritas Pasar Modal dan otoritas lainnya pada tahun buku (jika ada);</li> </ul>	446	<ul style="list-style-type: none"> <li>information about administrative sanctions imposed to Issuer or Public Company, members of the Board of Commissioners and the Board of Directors, by the Capital Market Authority and other authorities during the last fiscal year (if any);</li> </ul>
<ul style="list-style-type: none"> <li>informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi: <ul style="list-style-type: none"> <li>» pokok-pokok kode etik;</li> <li>» bentuk sosialisasi kode etik dan upaya penegakannya; dan</li> <li>» pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik</li> </ul> </li> </ul>	462	<ul style="list-style-type: none"> <li>information about codes of conduct of the Issuer or Public Company, includes: <ul style="list-style-type: none"> <li>» key points of the code of conduct</li> <li>» socialization of the code of conduct and enforcement; and</li> <li>» statement that the code of conduct is applicable for the Board of Commissioners, the Board of Directors, and employees of the Issuer of Public Company;</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>informasi mengenai budaya perusahaan (<i>corporate culture</i>) atau nilai-nilai perusahaan (jika ada);</li> </ul>	84	<ul style="list-style-type: none"> <li>information about corporate culture (if any) of the Issuer or Public Company;</li> </ul>
<ul style="list-style-type: none"> <li>uraian mengenai program kepemilikan saham oleh karyawan dan/atau manajemen yang dilaksanakan Emiten atau Perusahaan Publik (jika ada), antara lain mengenai: <ul style="list-style-type: none"> <li>» jumlah saham dan/atau opsi;</li> <li>» jangka waktu pelaksanaan;</li> <li>» persyaratan karyawan dan/atau manajemen yang berhak; dan</li> <li>» harga pelaksanaan</li> </ul> </li> </ul>	135	<ul style="list-style-type: none"> <li>description of employee or management stock ownership program of the Issuer or Public Company, among others contains: <ul style="list-style-type: none"> <li>» number of share and/or option;</li> <li>» period</li> <li>» requirement for eligible employee and/or management; and</li> <li>» exercised price;</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>uraian mengenai sistem pelaporan pelanggaran (<i>whistleblowing system</i>) di Emiten atau Perusahaan Publik (jika ada), antara lain meliputi: <ul style="list-style-type: none"> <li>» cara penyampaian laporan pelanggaran;</li> <li>» perlindungan bagi pelapor;</li> <li>» penanganan pengaduan;</li> <li>» pihak yang mengelola pengaduan; dan</li> <li>» hasil dari penanganan pengaduan, paling sedikit meliputi: <ul style="list-style-type: none"> <li>◊ jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan</li> <li>◊ tindak lanjut pengaduan</li> </ul> </li> </ul> </li> </ul>	473	<ul style="list-style-type: none"> <li>description of whistleblowing system at the Issuer or Public Company (if any), among others include: <ul style="list-style-type: none"> <li>» mechanism for violation reporting;</li> <li>» protection for the whistleblower;</li> <li>» handling of violation reports;</li> <li>» unit responsible for handling of violation report; and</li> <li>» results from violation report handling, at least includes: <ul style="list-style-type: none"> <li>◊ number of complaints received and processed during the fiscal year; and</li> <li>◊ follow up of complaints;</li> </ul> </li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>penerapan atas Pedoman Tata Kelola Perusahaan Terbuka bagi Emiten yang menerbitkan Efek Bersifat Ekuitas atau Perusahaan Publik, meliputi: <ul style="list-style-type: none"> <li>» pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau</li> <li>» penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada)</li> </ul> </li> </ul>	280	<ul style="list-style-type: none"> <li>implementation of the Guidelines of Corporate Governance for Public Companies for Issuer issuing Equity-based Securities or Public Company, including: <ul style="list-style-type: none"> <li>» statement regarding recommendation that have been implemented; and/or</li> <li>» description of recommendation that have not been implemented, along with the reason and alternatives of implementation (if any)</li> </ul> </li> </ul>
<p>h. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik</p> <ul style="list-style-type: none"> <li>Informasi mengenai tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik meliputi kebijakan, jenis program, dan biaya yang dikeluarkan, antara lain terkait aspek: <ul style="list-style-type: none"> <li>» lingkungan hidup, antara lain: <ul style="list-style-type: none"> <li>◊ penggunaan material dan energy yang ramah lingkungan dan dapat didaur ulang;</li> <li>◊ sistem pengolahan limbah Emiten atau Perusahaan Publik;</li> </ul> </li> </ul> </li> </ul>	488	<p>h. Social and Environmental Responsibility of the Issuer or Public Company</p> <ul style="list-style-type: none"> <li>Information on social and environmental responsibility of the Issuer or Public Company that covers policies, types of programs, and cost, among others related to: <ul style="list-style-type: none"> <li>» environment, among others <ul style="list-style-type: none"> <li>◊ the use of environmentally friendly and recyclable materials and energy;</li> <li>◊ the waste treatment systems of the Issuer or Public Company;</li> </ul> </li> </ul> </li> </ul>



Keterangan	Halaman Page	Description
» mekanisme pengaduan masalah lingkungan; dan	√	» mechanism for filling complaint on environmental issues; and
» sertifikasi di bidang lingkungan yang dimiliki;	√	» environmental certification
• praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, antara lain:	518	• employment practices, occupational health and safety, among others
» kesetaraan gender dan kesempatan kerja;	√	» gender equality and equal work opportunity
» sarana dan keselamatan kerja;	√	» work and safety facilities;
» tingkat perpindahan (turnover) karyawan	√	» employee turnover;
» tingkat kecelakaan kerja;	√	» work incident rate
» pendidikan dan/atau pelatihan;	√	» education and/or train
» remunerasi; dan	√	» remuneration; and
» mekanisme pengaduan masalah ketenagakerjaan;	√	» mechanism for filling complaint on employment issues;
• pengembangan sosial dan kemasyarakatan, antara lain:	536	• social and community development, among others:
» penggunaan tenaga kerja lokal;	√	» the use of local work force
» pemberdayaan masyarakat sekitar Emiten atau Perusahaan Publik antara lain melalui penggunaan bahan baku yang dihasilkan oleh masyarakat atau pemberian edukasi;	√	» empowerment of local communities among others through the use of raw material produced by the community or by providing education;
» perbaikan sarana dan prasarana sosial	√	» improvement of public social facilities and infrastructure;
» bentuk donasi lainnya; dan	√	» other form of donation; and
» komunikasi mengenai kebijakan dan prosedur anti korupsi di Emiten atau Perusahaan Publik, serta pelatihan mengenai anti korupsi (jika ada);	√	» dissemination of the policies and procedures of anti-corruption at the Issuers or Public Company, and training on anti-corruption (if any);
• tanggung jawab barang dan/atau jasa, antara lain:	545	• products and/or services responsibilities, among others:
» kesehatan dan keselamatan konsumen	√	» consumers' health and safety;
» informasi barang dan/atau jasa; dan	√	» products and/or services information; and
» sarana, jumlah, dan penanggulangan atas pengaduan konsumen.	√	» facilities, number, and resolution of consumer complaint.
• Dalam hal Emiten atau Perusahaan Publik menyajikan informasi mengenai tanggung jawab sosial dan lingkungan sebagaimana dimaksud pada angka 1) pada laporan tersendiri seperti laporan tanggung jawab sosial dan lingkungan atau laporan keberlanjutan (sustainability report), Emiten atau Perusahaan Publik dikecualikan untuk mengungkapkan informasi mengenai tanggung jawab sosial dan lingkungan dalam Laporan Tahunan; dan	√	• In the event that the Issuer or the Public Company imparts information on social and environmental responsibility as referred to in point in separate report such corporate social and environmental responsibility report, or sustainability report, then the Issuers or the Public Company is excluded from disclosing information on social and environmental responsibility in Annual Report; and
• Laporan sebagaimana dimaksud pada angka 2) disampaikan kepada Otoritas Jasa Keuangan bersamaan dengan penyampaian Laporan Tahunan;	√	• The said report in point 2) should be submitted to the Financial Service Authority along with the Annual Report;

Keterangan	Halaman Page	Description
<p>i. Laporan Keuangan Tahunan yang Telah Diaudit</p> <p>Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia dan telah diaudit oleh Akuntan. Laporan keuangan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai laporan berkala Perusahaan Efek dalam hal Emiten merupakan Perusahaan Efek; dan</p>	<p>568</p> <p style="text-align: center;">v</p>	<p>i. Audited Annual Financial Statement</p> <p>Financial Statements included in Annual Report should be prepared in accordance with the Financial Accounting Standards in Indonesia and audited by an Accountant. The said financial statement should be included with statement of responsibility for financial report as stipulated in the legislations in the Capital Markets sector governing the responsibility of the Board of Directors on the financial report or the legislations in the Capital Markets sector governing the periodic reports of securities company in the event the Issuer is a Securities Company; and</p>
<p>j. Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan</p> <p>Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan disusun sesuai dengan format Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan sebagaimana tercantum dalam Lampiran yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini.</p>	<p>64-65</p> <p style="text-align: center;">v</p>	<p>j. Letter of Statement of the Board of Directors and the Board of Commissioners regarding the Responsibility for Annual Reporting</p> <p>Letter of statement of the Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting should be prepared according to the format of letter of statement of member of Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting as attached in the Attachment, which is an integral part of this Circulation Letter of the Financial Services Authority.</p>

PT Elnusa Tbk  
dan entitas anaknya/ and its subsidiaries

Laporan keuangan konsolidasian  
tanggal 31 Desember 2020  
dan untuk tahun yang berakhir  
pada tanggal tersebut  
beserta laporan auditor independen/  
Consolidated financial statements  
as of December 31, 2020  
and for the year then ended  
with independent auditors' report



**SURAT PERNYATAAN DIREKSI TENTANG/  
DIRECTORS' STATEMENT REGARDING**

**TANGGUNG JAWAB ATAS LAPORAN  
KEUANGAN KONSOLIDASIAN  
TANGGAL 31 DESEMBER 2020 DAN TAHUN YANG  
BERAKHIR PADA TANGGAL TERSEBUT**

**THE RESPONSIBILITY FOR THE CONSOLIDATED  
FINANCIAL STATEMENTS  
AS OF DECEMBER 31, 2020 AND  
FOR THE YEAR THEN ENDED**

**PT ELNUSA Tbk DAN ENTITAS ANAK/SUBSIDIARIES**

Kami yang bertanda tangan di bawah ini:

*We the undersigned:*

1. Nama : Ali Mundakir  
 Alamat Kantor : Graha Elnusa,  
 Jl. T.B. Simatupang Kav. 1B,  
 Jakarta  
 Alamat Domisili : Jl. Katelia Raya No.54, T.Yasmin  
 RT.001 RW.009  
 Cilendek Timur, Bogor Barat  
 Telepon : +622178830850  
 Jabatan : Direktur Utama
2. Nama : Hery Setiawan  
 Alamat Kantor : Graha Elnusa,  
 Jl. T.B. Simatupang Kav. 1B,  
 Jakarta  
 Alamat Domisili : Jl. Bambu Raya No.1 C  
 Tmn. Yasmin Sektor VII  
 RT.005 RW. 011  
 Cilendek Timur, Bogor Barat  
 Telepon : +622178830850  
 Jabatan : Direktur Keuangan

1. Name : *Ali Mundakir*  
 Office Address : *Graha Elnusa,  
 Jl T.B. Simatupang Kav. 1B,  
 Jakarta*  
 Address of domicile : *Jl. Katelia Raya No.54, T.Yasmin  
 RT.001 RW.009  
 Cilendek Timur, Bogor Barat*  
 Telephone : *+622178830850*  
 Position : *President Director*
2. Name : *Hery Setiawan*  
 Office Address : *Graha Elnusa,  
 Jl.T.B.Simatupang Kav.1B,  
 Jakarta*  
 Address of domicile : *Jl. Bambu Raya No. 1 C  
 Tmn. Yasmin sektor VII  
 RT.005 RW.011  
 Cilendek Timur, Bogor Barat*  
 Telephone : *+622178830850*  
 Position : *Finance Director*

menyatakan bahwa:

*declare that:*

1. Direksi bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT ELNUSA Tbk dan entitas anak ("Grup");
2. Laporan keuangan konsolidasian Grup telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian Grup telah dimuat secara lengkap dan benar;  
 b. Laporan keuangan konsolidasian Grup tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material; dan
4. Direksi bertanggung jawab atas sistem pengendalian internal dalam Grup.

1. *Directors are responsible for the preparation and presentation of the consolidated financial statements of PT ELNUSA Tbk and its subsidiaries (the "Group");*
2. *The Group's consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. a. *All information has been fully and correctly disclosed in the Group's consolidated financial statements;*  
 b. *The Group's consolidated financial statements do not contain false material information or facts, nor do they omit material information or facts; and*
4. *Directors are responsible for the Group's internal control systems.*

Pernyataan ini dibuat dengan sebenarnya.

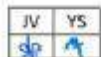
*This statement is made truthfully.*

Atas nama dan mewakili Direksi

*For and on behalf of Directors*

Ali Mundakir  
 Direktur Utama/President Director

Hery Setiawan  
 Direktur Keuangan/Finance Director



JAKARTA  
 19 Februari/February 2021

**PT Elnusa Tbk.**  
 Graha Elnusa 16<sup>th</sup> Floor  
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**PT ELNUSA TBK DAN ENTITAS ANAKNYA  
LAPORAN KEUANGAN KONSOLIDASIAN  
TANGGAL 31 DESEMBER 2020  
DAN UNTUK TAHUN YANG BERAKHIR  
PADA TANGGAL TERSEBUT  
BESERTA LAPORAN AUDITOR INDEPENDEN**

**PT ELNUSA TBK AND ITS SUBSIDIARIES  
CONSOLIDATED FINANCIAL STATEMENTS  
AS OF DECEMBER 31, 2020  
AND FOR THE YEAR THEN ENDED  
WITH INDEPENDENT AUDITORS' REPORT**

**Daftar Isi**

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*The original report included herein is in the Indonesian language.*

## Laporan Auditor Independen

Laporan No. 00102/2.1032/AU.1/02/0701-3/1/II/2021

Pemegang Saham, Dewan Komisaris dan Direksi  
PT Elnusa Tbk

Kami telah mengaudit laporan keuangan konsolidasian PT Elnusa Tbk ("Perusahaan") dan entitas anaknya (secara kolektif disebut sebagai "Grup") terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2020, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

## Tanggung jawab manajemen atas laporan keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian ini sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

## Tanggung jawab auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian ini berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian tersebut bebas dari kesalahan penyajian material.

## Independent Auditors' Report

Report No. 00102/2.1032/AU.1/02/0701-3/1/II/2021

*The Shareholders and The Boards of Commissioners and Directors  
PT Elnusa Tbk*

*We have audited the accompanying consolidated financial statements of PT Elnusa Tbk (the "Company") and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as of December 31, 2020, and the consolidated statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.*

## Management's responsibility for the financial statements

*Management is responsible for the preparation and fair presentation of such consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.*

## Auditors' responsibility

*Our responsibility is to express an opinion on such consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether such consolidated financial statements are free from material misstatement.*

### Laporan Auditor Independen (lanjutan)

Laporan No. 00102/2.1032/AU.1/02/0701-3/1/II/2021 (lanjutan)

### Tanggung jawab auditor (lanjutan)

Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

### Opini

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PT Elnusa Tbk dan entitas anaknya tanggal 31 Desember 2020, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

### Independent Auditors' Report (continued)

Report No. 00102/2.1032/AU.1/02/0701-3/1/II/2021 (continued)

### Auditors' responsibility (continued)

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Elnusa Tbk and its subsidiaries as of December 31, 2020, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

### Laporan Auditor Independen (lanjutan)

Laporan No. 00102/2.1032/AU.1/02/0701-3/1/II/2021 (lanjutan)

### Hal lain

Audit kami atas laporan keuangan konsolidasian Perusahaan dan entitas anaknya tanggal 31 Desember 2020 dan untuk tahun yang berakhir pada tanggal tersebut terlampir dilaksanakan dengan tujuan merumuskan suatu opini atas laporan keuangan konsolidasian tersebut secara keseluruhan. Informasi keuangan Perusahaan (entitas induk saja) terlampir, yang terdiri dari laporan posisi keuangan pada tanggal 31 Desember 2020, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, dan ikhtisar kebijakan akuntansi signifikan (secara kolektif disebut sebagai "Informasi Keuangan Entitas Induk"), yang disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian terlampir, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan keuangan konsolidasian terlampir yang diharuskan menurut Standar Akuntansi Keuangan di Indonesia. Informasi Keuangan Entitas Induk merupakan tanggung jawab manajemen serta dihasilkan dari dan berkaitan secara langsung dengan catatan akuntansi dan catatan lainnya yang mendasarinya yang digunakan untuk menyusun laporan keuangan konsolidasian terlampir. Informasi Keuangan Entitas Induk telah menjadi objek prosedur audit yang diterapkan dalam audit atas laporan keuangan konsolidasian terlampir berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia, dan menurut opini kami, Informasi Keuangan Entitas Induk disajikan secara wajar, dalam semua hal yang material, berkaitan dengan laporan keuangan konsolidasian terlampir secara keseluruhan.

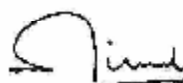
### Independent Auditors' Report (continued)

Report No. 00102/2.1032/AU.1/02/0701-3/1/II/2021 (continued)

### Other Matter

Our audit of the accompanying consolidated financial statements of the Company and its subsidiaries as of December 31, 2020 and for the year then ended was performed for the purpose of forming an opinion on such consolidated financial statements taken as a whole. The accompanying financial information of the Company (parent entity only), which comprises the statement of financial position as of December 31, 2020, and the statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies (collectively referred to as the "Parent Entity Financial Information"), which is presented as a supplementary information to the accompanying consolidated financial statements, is presented for the purpose of additional analysis and is not a required part of the accompanying consolidated financial statements under Indonesian Financial Accounting Standards. The Parent Entity Financial Information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the accompanying consolidated financial statements. The Parent Entity Financial Information has been subjected to the audit procedures applied in the audit of the accompanying consolidated financial statements in accordance with Standards of Auditing established by the Indonesian Institute of Certified Public Accountants, and in our opinion, the Parent Entity Financial Information is fairly stated, in all material respects, in relation to the accompanying consolidated financial statements taken as a whole.

Purwanto, Sungkoro & Surja



Sinarta

Registrasi Akuntan Publik No. AP.0701/Public Accountant Registration No. AP.0701

19 Februari 2021/February 19, 2021

**PT ELNUSA TBK DAN ENTITAS ANAKNYA**  
**LAPORAN POSISI KEUANGAN**  
**KONSOLIDASIAN**  
**Tanggal 31 Desember 2020**  
**(Disajikan dalam jutaan Rupiah,**  
**kecuali dinyatakan lain)**

**PT ELNUSA TBK AND ITS SUBSIDIARIES**  
**CONSOLIDATED STATEMENT OF**  
**FINANCIAL POSITION**  
**As of December 31, 2020**  
**(Expressed in millions of Rupiah,**  
**unless otherwise stated)**

	<b>31 Desember/ December 31, 2020</b>	<b>Catatan/ Notes</b>	<b>31 Desember/ December 31, 2019</b>	
<b>ASET</b>				<b>ASSETS</b>
<b>ASET LANCAR</b>				<b>CURRENT ASSETS</b>
Kas dan setara kas	1.231.867	2g,2h,4,32a	856.122	<i>Cash and cash equivalents</i>
Piutang usaha - neto:		2h,5		<i>Trade receivables - net:</i>
Pihak ketiga	243.645		254.293	<i>Third parties</i>
Pihak berelasi	1.906.509	2j,32b	1.835.665	<i>Related parties</i>
Aset keuangan lancar lainnya - neto:		2h,6		<i>Other current financial assets - net:</i>
Pihak ketiga	3.370		4.628	<i>Third parties</i>
Pihak berelasi	44.957	2j,32c	30.496	<i>Related parties</i>
Persediaan - neto	273.488	2i,7	213.298	<i>Inventories - net</i>
Uang muka	56.988	8	129.979	<i>Advances</i>
Pajak dibayar di muka - bagian lancar	429.502	2u,19a	350.353	<i>Prepaid taxes - current portion</i>
Biaya dibayar di muka	26.999	9	23.536	<i>Prepaid expenses</i>
<b>Total Aset Lancar</b>	<b>4.217.325</b>		<b>3.698.370</b>	<b>Total Current Assets</b>
<b>ASET TIDAK LANCAR</b>				<b>NON-CURRENT ASSETS</b>
Aset keuangan tidak lancar lainnya - neto:		2g,2h,3b,10		<i>Other non-current financial assets - net:</i>
Pihak ketiga	142.256		131.165	<i>Third parties</i>
Pihak berelasi	325.629	2j,32d	333.788	<i>Related parties</i>
Investasi pada saham - neto	19.622	11	16.660	<i>Investments in shares - net</i>
Uang muka	12.031	2h,8	49.509	<i>Advances</i>
Aset tetap - neto	1.811.979	2k,3b,12	1.819.321	<i>Fixed assets - net</i>
Aset takberwujud - neto	8.363	2l,2o,13	13.745	<i>Intangible assets - net</i>
Properti investasi - neto	51.759	2n,3b,14	51.876	<i>Investment properties - net</i>
Pajak dibayar di muka - bagian tidak lancar	465.961	19a	492.276	<i>Prepaid taxes - non-current portion</i>
Aset hak guna - neto	331.639	2m,15	-	<i>Right of use assets - net</i>
Aset pajak tangguhan	117.631	2u,3b,19d	127.598	<i>Deferred tax assets</i>
Aset lain-lain	58.627		70.729	<i>Other assets</i>
<b>Total Aset Tidak Lancar</b>	<b>3.345.497</b>		<b>3.106.667</b>	<b>Total Non-current Assets</b>
<b>TOTAL ASET</b>	<b>7.562.822</b>		<b>6.805.037</b>	<b>TOTAL ASSETS</b>

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT ELNUSA TBK DAN ENTITAS ANAKNYA**  
**LAPORAN POSISI KEUANGAN**  
**KONSOLIDASIAN (lanjutan)**  
**Tanggal 31 Desember 2020**  
**(Disajikan dalam jutaan Rupiah,**  
**kecuali dinyatakan lain)**

**PT ELNUSA TBK AND ITS SUBSIDIARIES**  
**CONSOLIDATED STATEMENT OF**  
**FINANCIAL POSITION (continued)**  
**As of December 31, 2020**  
**(Expressed in millions of Rupiah,**  
**unless otherwise stated)**

	31 Desember/ December 31, 2020	Catatan/ Notes	31 Desember/ December 31, 2019	
<b>LIABILITAS DAN EKUITAS</b>				<b>LIABILITIES AND EQUITY</b>
<b>LIABILITAS</b>				<b>LIABILITIES</b>
<b>LIABILITAS JANGKA PENDEK</b>				<b>CURRENT LIABILITIES</b>
Pinjaman bank jangka pendek	110.714	2h,16, 32e,33d	309.302	Short-term bank loans
Utang usaha:		2h,17		Trade payables:
Pihak ketiga	461.330		448.171	Third parties
Pihak berelasi	223.775	2j,32f	244.626	Related parties
Liabilitas jangka pendek lainnya	89.948	2h,18	55.078	Other current liabilities
Liabilitas imbalan kerja jangka pendek	60.494	24d	119.055	Short-term employee benefits liability
Beban akrual	1.047.200	3b,20	1.004.400	Accrued expenses
Utang pajak	26.876	2u,19b	73.424	Taxes payable
Pendapatan ditangguhkan - bagian lancar	10.700	23	10.700	Deferred Income - current portion
Utang jangka panjang yang jatuh tempo dalam waktu satu tahun				Current maturities of long term debt
Utang bank	290.237	21	239.579	Bank loans
Liabilitas sewa	252.193	2m,15	-	Lease liabilities
<b>Total Liabilitas Jangka Pendek</b>	<b>2.573.467</b>		<b>2.504.335</b>	<b>Total Current Liabilities</b>
<b>LIABILITAS JANGKA PANJANG</b>				<b>NON-CURRENT LIABILITIES</b>
Pendapatan ditangguhkan - bagian tidak lancar	80.250	23	90.950	Deferred Income - net of current portion
Utang jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam waktu satu tahun				Long-term debts - net of current maturities
Utang bank	338.375	21	578.159	Bank loans
Liabilitas sewa	64.918	2m,15	-	Lease liabilities
Utang sukuk	697.019	22	-	Sukuk payable
Liabilitas imbalan kerja	67.847	2s,3b,24	54.895	Employee benefits liability
<b>Total Liabilitas Jangka Panjang</b>	<b>1.248.409</b>		<b>724.004</b>	<b>Total Non-current Liabilities</b>
<b>TOTAL LIABILITAS</b>	<b>3.821.876</b>		<b>3.228.339</b>	<b>TOTAL LIABILITIES</b>
<b>EKUITAS</b>				<b>EQUITY</b>
<b>Ekuitas yang dapat diatribusikan     kepada pemilik entitas induk</b>				<b>Equity attributable to     owners of the parent</b>
Modal saham - nilai nominal				Share capital - Rp100 (full amount)
Rp100 (nilai penuh) per saham				par value per share
Modal dasar - 22.500.000.000 saham				Authorized - 22,500,000,000 shares
Modal ditempatkan dan disetor penuh - 7.298.500.000 saham	729.850	25a,37e	729.850	Issued and fully paid - 7,298,500,000 shares
Tambahan modal disetor	435.691	2f,2x,25b	435.691	Additional paid-in capital
Saldo laba:				Retained earnings:
Dicadangkan	145.971	2b,25c	135.229	Appropriated
Tidak dicadangkan	2.479.251		2.329.556	Unappropriated
Penghasilan komprehensif lain	(51.325)	2d,25d	(55.288)	Other comprehensive income
<b>Ekuitas yang dapat diatribusikan     kepada pemilik entitas induk - neto</b>	<b>3.739.438</b>		<b>3.575.038</b>	<b>Equity attributable to     owners of the parent entity - net</b>
Kepentingan nonpengendali	1.508	2b,26	1.660	Non-controlling interests
<b>EKUITAS - NETO</b>	<b>3.740.946</b>		<b>3.576.698</b>	<b>EQUITY - NET</b>
<b>TOTAL LIABILITAS DAN EKUITAS</b>	<b>7.562.822</b>		<b>6.805.037</b>	<b>TOTAL LIABILITIES AND EQUITY</b>

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT ELNUSA TBK DAN ENTITAS ANAKNYA**  
**LAPORAN LABA RUGI DAN PENGHASILAN**  
**KOMPREHENSIF LAIN KONSOLIDASIAN**  
Untuk Tahun yang Berakhir pada  
Tanggal 31 Desember 2020  
(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**PT ELNUSA TBK AND ITS SUBSIDIARIES**  
**CONSOLIDATED STATEMENT OF PROFIT OR LOSS**  
**AND OTHER COMPREHENSIVE INCOME**  
For the Year Ended  
December 31, 2020  
(Expressed in millions of Rupiah,  
unless otherwise stated)

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,			
	2020	Catatan/ Notes	2019	
<b>PENDAPATAN</b>	7.726.945	2r,27,32i	8.385.122	<b>REVENUES</b>
<b>BEBAN POKOK PENDAPATAN</b>	(6.984.472)	2r,28,32j	(7.514.040)	<b>COST OF REVENUES</b>
<b>LABA BRUTO</b>	<b>742.473</b>		<b>871.082</b>	<b>GROSS PROFIT</b>
Beban penjualan	(2.744)		(4.180)	Selling expenses
Beban umum dan administrasi	(302.482)	29	(333.221)	General and administrative expenses
Pendapatan keuangan	29.482		17.093	Finance income
Beban keuangan	(132.199)	30	(40.490)	Finance expenses
Penghasilan (beban) lain-lain - neto	46.479	31	(15.705)	Other income (expenses) - net
<b>LABA SEBELUM PAJAK FINAL DAN PAJAK PENGHASILAN</b>	<b>381.009</b>		<b>494.579</b>	<b>PROFIT BEFORE FINAL TAX AND INCOME TAX</b>
Beban pajak final	(36.132)	2u	(27.830)	Final tax expense
<b>LABA SEBELUM PAJAK PENGHASILAN</b>	<b>344.877</b>		<b>466.749</b>	<b>PROFIT BEFORE INCOME TAX</b>
Beban pajak penghasilan	(95.792)	2u,19c	(110.272)	Income tax expense
<b>LABA TAHUN BERJALAN</b>	<b>249.085</b>		<b>356.477</b>	<b>PROFIT FOR THE YEAR</b>
<b>PENGHASILAN KOMPREHENSIF LAIN</b>				<b>OTHER COMPREHENSIVE INCOME</b>
<b>Pos-pos yang tidak akan direklasifikasi ke laba rugi</b>				<b>Items that will not be reclassified to profit or loss</b>
Pengukuran kembali program imbalan pasti	5.084	2s	(14.469)	Remeasurements of defined benefit plans
Pajak tangguhan terkait	(1.121)	2u,19d	3.617	Related deferred tax
<b>PENGHASILAN KOMPREHENSIF LAIN SETELAH PAJAK</b>	<b>3.963</b>	25d	<b>(10.852)</b>	<b>OTHER COMPREHENSIVE INCOME AFTER TAX</b>
<b>TOTAL LABA KOMPREHENSIF TAHUN BERJALAN</b>	<b>253.048</b>		<b>345.625</b>	<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>
<b>LABA TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:</b>				<b>PROFIT FOR THE YEAR ATTRIBUTABLE TO:</b>
Pemilik entitas induk	249.082		356.474	Owners of the parent
Kepentingan nonpengendali	3		3	Non-controlling interests
<b>Total</b>	<b>249.085</b>		<b>356.477</b>	<b>Total</b>
<b>TOTAL LABA KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:</b>				<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:</b>
Pemilik entitas induk	253.045		345.622	Owners of the parent
Kepentingan nonpengendali	3		3	Non-controlling interests
<b>Total</b>	<b>253.048</b>		<b>345.625</b>	<b>Total</b>
<b>LABA PER SAHAM (NILAI PENUH)</b>	<b>34,13</b>	2w,34	<b>48,84</b>	<b>EARNINGS PER SHARE (FULL AMOUNT)</b>

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.





**PT ELNUSA TBK DAN ENTITAS ANAKNYA**  
**LAPORAN ARUS KAS KONSOLIDASIAN**  
Untuk Tahun yang Berakhir pada  
Tanggal 31 Desember 2020  
(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**PT ELNUSA TBK AND ITS SUBSIDIARIES**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
For the Year Ended  
December 31, 2020  
(Expressed in millions of Rupiah,  
unless otherwise stated)

		Tahun yang berakhir pada tanggal 31 Desember / Year ended December 31,		
		2020	Catatan/ Notes	2019
<b>ARUS KAS DARI</b>				
<b>AKTIVITAS OPERASI</b>				<b>CASH FLOWS FROM</b>
Penerimaan dari pelanggan		7.839.169		8.010.747
Pembayaran kepada pemasok dan kontraktor		(5.931.748)		(6.520.717)
Pembayaran untuk karyawan		(1.089.116)		(1.166.954)
Kas yang dihasilkan dari operasi		818.305		323.076
Penerimaan pendapatan keuangan		29.373		16.486
Pembayaran beban keuangan		(84.980)		(60.015)
Pembayaran pajak penghasilan		(256.675)		(234.300)
Penerimaan restitusi pajak		427.230	19e	525.037
Penerimaan lainnya - neto		10.675		5.513
<b>Kas neto diperoleh dari</b>				<b>CASH FLOWS FROM</b>
<b>aktivitas operasi</b>		<b>943.928</b>		<b>575.797</b>
				<b>OPERATING ACTIVITIES</b>
<b>ARUS KAS DARI</b>				<i>Receipts from customers</i>
<b>AKTIVITAS INVESTASI</b>				<i>Payments to suppliers</i>
Penerimaan dividen kas dari perusahaan asosiasi		514		1.500
Pembelian aset tetap		(403.957)		(377.718)
Pembelian aset tetap untuk piutang sewa pembiayaan		(25.095)		(236.992)
Pembayaran uang muka pembelian aset tetap		(11.751)		(35.078)
Pembelian aset takberwujud		(3.539)		(2.269)
Pembelian barang konsumsi tahan lama		(43.061)		(29.611)
Penerimaan dari penjualan aset tetap		3.730	12	3.305
Penerimaan dari aktivitas investasi lainnya		-		5.750
<b>Kas neto digunakan untuk</b>				<b>CASH FLOWS FROM</b>
<b>aktivitas investasi</b>		<b>(483.159)</b>		<b>(671.113)</b>
				<b>INVESTING ACTIVITIES</b>
<b>ARUS KAS DARI</b>				<i>Receipts of cash dividends from</i>
<b>AKTIVITAS PENDANAAN</b>				<i>associates</i>
Penerimaan dari pinjaman bank		882.756		2.196.382
Pembayaran pinjaman bank		(1.290.569)	16,21	(1.869.410)
Pembayaran dividen kas		(89.119)	25c	(69.079)
Pembayaran liabilitas sewa		(267.855)		-
Penerimaan dari penerbitan sukuk		698.902		-
Pembayaran kupon sukuk		(15.750)		-
Penempatan kas yang dibatasi penggunaannya - neto		(5.111)		(18.607)
<b>Kas neto yang diperoleh dari</b>				<b>CASH FLOWS FROM</b>
<b>(digunakan untuk) aktivitas pendanaan</b>		<b>(86.746)</b>		<b>239.286</b>
				<b>FINANCING ACTIVITIES</b>
<b>Dampak perubahan selisih kurs</b>				<i>Proceeds from bank loans</i>
<b>terhadap kas dan setara kas</b>		<b>1.722</b>		<b>(7.305)</b>
				<i>Payments of bank loans</i>
<b>KENAIKAN NETO</b>				<i>Payments of cash dividends</i>
<b>KAS DAN SETARA KAS</b>		<b>375.745</b>		<b>136.665</b>
				<i>Payments of lease liabilities</i>
<b>KAS DAN SETARA KAS</b>				<i>Proceeds from issuance of sukuk</i>
<b>PADA AWAL TAHUN</b>		<b>856.122</b>	4	<b>719.457</b>
				<i>Payments for sukuk's coupon</i>
<b>KAS DAN SETARA KAS PADA</b>				<i>Placement of</i>
<b>AKHIR TAHUN</b>		<b>1.231.867</b>	4	<b>856.122</b>
				<i>restricted cash - net</i>
				<b>Net cash provided by (used in)</b>
				<b>financing activities</b>
				<b>Effect of exchange rate changes</b>
				<b>on cash and cash equivalents</b>
				<b>NET INCREASE IN</b>
				<b>CASH AND CASH EQUIVALENTS</b>
				<b>CASH AND CASH EQUIVALENTS</b>
				<b>AT THE BEGINNING OF THE YEAR</b>
				<b>CASH AND CASH EQUIVALENTS</b>
				<b>AT THE END OF THE YEAR</b>

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian ini secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

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**1. UMUM**

**a. Pendirian Perusahaan**

PT Elnusa Tbk ("Perusahaan") didirikan dengan nama PT Elektronika Nusantara berdasarkan Akta Notaris No. 18 tanggal 25 Januari 1969 dari Tan Thong Kie, S.H., sebagaimana diubah melalui Akta Notaris No. 10 tanggal 13 Februari 1969 dari notaris yang sama. Akta pendirian ini, yang merupakan Anggaran Dasar Perusahaan, telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan No. J.A.5/18/24 tanggal 19 Februari 1969, serta telah diumumkan dalam Berita Negara Republik Indonesia No. 35, Tambahan No. 58 tanggal 2 Mei 1969. Anggaran Dasar Perusahaan telah beberapa kali mengalami perubahan. Perubahan terakhir adalah untuk menyesuaikan ruang lingkup kegiatan Perusahaan berdasarkan Akta Notaris No. 31 tanggal 11 April 2019 dari Aulia Taufani, S.H., yang telah diberitahukan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dan telah memperoleh persetujuan Menkumham sesuai dengan Surat Keputusannya No. AHU-0022730.AH.01.02.Tahun 2019 tanggal 26 April 2019 serta telah didaftarkan dalam Daftar Perseroan di bawah No. AHU-0067954.AH.01.11. Tahun 2019 tanggal 26 April 2019.

Berdasarkan Anggaran Dasar Perusahaan, ruang lingkup kegiatan Perusahaan adalah bergerak di bidang jasa, pengelolaan air dan air limbah, perdagangan, pertambangan, pembangunan dan perindustrian. Saat ini, Perusahaan beroperasi di bidang jasa hulu migas dan penyertaan saham pada entitas anak serta ventura bersama yang bergerak dalam berbagai bidang usaha jasa penunjang migas dan jasa distribusi dan logistik energi. Perusahaan juga beroperasi di bidang penyediaan barang dan jasa termasuk penyediaan dan pengelolaan ruang perkantoran kepada entitas anak, pihak berelasi dan pihak ketiga.

Perusahaan berdomisili di Graha Elnusa, Lantai 16, Jl. T.B. Simatupang Kav. 1B, Jakarta Selatan, dan mulai beroperasi secara komersial pada bulan September 1969.

Entitas induk Perusahaan adalah PT Pertamina (Persero) dan entitas induk terakhirnya adalah Pemerintah Republik Indonesia.

**1. GENERAL**

**a. Establishment of the Company**

*PT Elnusa Tbk (the "Company") was established under the name of PT Elektronika Nusantara based on Notarial Deed No. 18 dated January 25, 1969 of Tan Thong Kie, S.H., which was subsequently amended by Notarial Deed No. 10 dated February 13, 1969 of the same notary. The Deed of Establishment, which is the Company's Articles of Association, was approved by the Minister of Justice of the Republic of Indonesia in its Decision Letter No. J.A.5/18/24 dated February 19, 1969, and was published in Supplement No. 58 of State Gazette of the Republic of Indonesia No. 35 dated May 2, 1969. The Company's Articles of Association have been amended several times. The latest amendment was made to adjust the scope of the Company's activities, under Notarial Deed No. 31 dated April 11, 2019 of Aulia Taufani, S.H., which has been reported to and approved by the Minister of Law and Human Rights of the Republic of Indonesia through its Decision Letter No. AHU-0022730.AH.01.02 2019 dated April 26, 2019 and has been registered in the Company Lists under No. AHU-0067954.AH.01.11 2019 dated April 26, 2019.*

*In accordance with the Company's Articles of Association, the scope of its activities is in the business of services, water and wastewater management, trading, mining, construction and industry. Currently, the Company is engaged in upstream oil and gas services and investing in shares of stock of subsidiaries and joint ventures that are engaged in various businesses in oil and gas support services and energy distribution and logistics services. The Company also provides goods and services including providing and managing office space for its subsidiaries, related parties and third parties.*

*The Company is located at Graha Elnusa, 16<sup>th</sup> Floor, Jl. T.B. Simatupang Kav. 1B, South Jakarta, and started its commercial operations in September 1969.*

*The Company's parent is PT Pertamina (Persero) and its ultimate parent is the Government of the Republic of Indonesia.*

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**1. UMUM (lanjutan)**

**b. Penawaran umum saham**

Pada tanggal 25 Januari 2008, Badan Pengawas Pasar Modal dan Lembaga Keuangan ("Bapepam-LK") menerbitkan Surat Pemberitahuan Efektif Pernyataan Pendaftaran sehubungan dengan Penawaran Umum Saham Perdana Perusahaan sebanyak 1.460.000.000 saham. Pada tanggal 6 Februari 2008, saham Perusahaan mulai diperdagangkan di Bursa Efek Indonesia dengan harga penawaran perdana sebesar Rp400 (nilai penuh) per saham.

Ringkasan tindakan Perusahaan (*corporate actions*) yang mempengaruhi saham yang diterbitkan sejak tanggal penawaran umum perdana sampai dengan tanggal 31 Desember 2020 dan 2019, adalah sebagai berikut:

**1. GENERAL (continued)**

**b. Public offering of shares**

On January 25, 2008, the Capital Market and Financial Institutions Supervisory Agency ("Bapepam-LK") issued the Effective Statement Letter in accordance with the Company's Initial Public Offering of 1,460,000,000 shares. On February 6, 2008, the Company's shares were listed on the Indonesia Stock Exchange at an initial offering price of Rp400 (full amount) per share.

The summary of the Company's corporate actions affecting its capital stock from the date of its initial public offering up to December 31, 2020 and 2019 is as follows:

<b>Tanggal/Date</b>	<b>Keterangan/ Description</b>	<b>Jumlah saham ditempatkan dan disetor penuh/ Number of shares issued and fully paid</b>	<b>Nilai nominal per saham dalam Rupiah (angka penuh)/ Par value per share in Rupiah (full amount)</b>
29-31 Januari 2008/ January 29-31, 2008	Penawaran umum perdana sebanyak 20% dari Modal Dasar atau sebanyak 1.460.000.000 saham/ <i>Initial public offering amounting to 20% of Authorized Capital or equivalent to 1,460,000,000 shares</i>	7.298.500.000	100
6 Februari 2008/ February 6, 2008	Mencatatkan saham Perseroan yang beredar sebanyak 7.298.500.000 saham di BEI dengan kode perdagangan "ELSA"/ <i>Listed 7,298,500,000 shares issued at IDX under "ELSA" ticker</i>	7.298.500.000	100
13 Oktober 2008 - 12 Januari 2009/ October 13, 2008 - January 12, 2009	Pembelian kembali 99.738.000 saham dan mencatatkannya sebagai saham treasury/ <i>Buy back of 99,738,000 shares and recorded as treasury stocks</i>	7.298.500.000	100
16 Desember 2011/ December 16, 2011	Menerbitkan Keterbukaan Informasi untuk melakukan penjualan kembali atas saham treasury efektif mulai 2 Januari 2012/ <i>Published an information disclosure regarding sell back program on the treasury stocks effective on January 2, 2012</i>	7.298.500.000	100
28 Juni 2013/ June 23, 2013	Menerbitkan Keterbukaan Informasi bahwa Perusahaan telah melakukan pengalihan atau penjualan atas seluruh saham hasil pembelian kembali/ <i>Published an information disclosure regarding sell back of the Company's shares on the buy back program</i>	7.298.500.000	100

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**1. UMUM (lanjutan)**

**b. Penawaran umum saham (lanjutan)**

Pada tanggal 31 Desember 2020 dan 2019, seluruh saham Perseroan tercatat di Bursa Efek Indonesia.

**c. Penawaran umum berkelanjutan Sukuk Ijarah Berkelanjutan 1 Tahap 1**

Pada tanggal 3 Agustus 2020, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Sukuk Ijarah Berkelanjutan 1 Elnusa Tahap 1 Tahun 2020 dengan sisa imbalan Ijarah sebesar Rp700.000. Sukuk Ijarah ini diterbitkan tanpa warkat dan dijamin dengan kesanggupan penuh (*full commitment*) dan ditawarkan dengan nilai 100% dari jumlah sisa imbalan ijarah, dengan jangka waktu 5 (lima) tahun sejak tanggal emisi. Cicilan Imbalan Ijarah adalah sebesar Rp63.000, atau ekuivalen sebesar 9% per tahun yang akan dibayarkan setiap 3 (tiga) bulan, dan jatuh tempo 11 Agustus 2025.

**d. Dewan Komisaris, Direksi, Komite Audit dan karyawan**

Pada tanggal 31 Desember 2020 dan 2019, susunan Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

**31 Desember 2020**

Dewan Komisaris

Komisaris Utama  
Komisaris Independen  
Komisaris Independen  
Komisaris

Agus Prabowo  
Lusiaga Levi Susila  
Anis Baridwan  
Antonius Ratdomopurbo

Direksi

Direktur Utama  
Direktur Pengembangan Usaha  
dan Direktur Operasi  
(Direktur Independen)  
Direktur Keuangan  
Direktur Sumber Daya Manusia  
& Umum

Ali Mundakir  
  
Arief Riyanto  
Hery Setiawan  
  
Tenny Elfrida

**1. GENERAL (continued)**

**b. Public offering of shares (continued)**

As of December 31, 2020 and 2019, all of the Company's shares are listed on the Indonesia Stock Exchange.

**c. Public Offering of Sustainable Sukuk Ijarah 1 Phase 1**

On August 3, 2020, the Company has obtained an effective statement from Otoritas Jasa Keuangan (OJK) on the issuance of Sukuk Ijarah Berkelanjutan (sustainable Sukuk Ijarah) 1 Phase 1 Year 2020, with Residual Ijarah Benefits amounted to Rp700,000. The Sukuk Ijarah is issued without notes and guaranteed with full commitments and offered with 100% value of Residual Ijarah Benefits, with period of 5 (five) years from the issue date. The Ijarah Installments amounted Rp63,000, or equivalent of 9% annually, which will be paid every 3 (three) months and will be due on August 11, 2025.

**d. Board of Commissioners, Directors, Audit Committee and employees**

As of December 31, 2020 and 2019, the composition of the Company's Boards of Commissioners and Directors is as follows:

**December 31, 2020**

Board of Commissioners  
President Commissioner  
Independent Commissioner  
Independent Commissioner  
Commissioner

Directors  
President Director  
Business Development Director  
and Operations Director  
(Independent Director)  
Finance Director  
Human Resources &  
General Affair Director

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**1. UMUM (lanjutan)**

**d. Dewan Komisaris, Direksi, Komite Audit dan karyawan (lanjutan)**

**31 Desember 2019**

Dewan Komisaris

Komisaris Utama  
 Komisaris Independen  
 Komisaris Independen  
 Komisaris  
 Komisaris

Narendra Widjajanto  
 Lusiaga Levi Susila  
 Anis Baridwan  
 Antonius Ratdomopurbo  
 Eman Salman Arief

Direksi

Direktur Utama  
 Direktur Pengembangan Usaha  
 dan Direktur Operasi  
 (Direktur Independen)  
 Direktur Keuangan  
 Direktur Sumber Daya Manusia  
 & Umum

Elizar Parlindungan Hasibuan  
  
 Arief Riyanto  
 Hery Setiawan  
 RM Happy Paringhadi J.S.

Personil manajemen kunci Perusahaan adalah Dewan Komisaris dan Direksi sebagaimana disebutkan di atas (Catatan 32h).

Pada tanggal 31 Desember 2020 dan 2019, susunan Komite Audit Perusahaan adalah sebagai berikut:

**31 Desember 2020**

Ketua  
 Anggota  
 Anggota

Anis Baridwan  
 Adil Nusyirwan  
 Serena Karlita Ferdinandus

**31 Desember 2019**

Ketua  
 Anggota  
 Anggota

Anis Baridwan  
 Reynold M. Batubara  
 Eddy Rachmadi

Perusahaan dan entitas anaknya memiliki 2.323 karyawan (1.440 karyawan tetap dan 883 karyawan kontrak) dan 2.075 karyawan (1.425 karyawan tetap dan 650 karyawan kontrak) masing-masing pada tanggal 31 Desember 2020 dan 2019 (tidak diaudit).

**1. GENERAL (continued)**

**d. Board of Commissioners, Directors, Audit Committee and employees (continued)**

**December 31, 2019**

Board of Commissioners

President Commissioner  
 Independent Commissioner  
 Independent Commissioner  
 Commissioner  
 Commissioner

Directors

President Director  
 Business Development Director  
 and Operations Director  
 (Independent Director)  
 Finance Director  
 Human Resources &  
 General Affair Director

Key management personnel of the Company are the above mentioned Boards of Commissioners and Directors (Note 32h).

As of December 31, 2020 and 2019, the composition of the Company's Audit Committee is as follows:

**December 31, 2020**

Chairman  
 Member  
 Member

**December 31, 2019**

Chairman  
 Member  
 Member

The Company and its subsidiaries have 2,323 employees (1,440 permanent employees and 883 contractual employees) and 2,075 employees (1,425 permanent employees and 650 contractual employees) as of December 31, 2020 and 2019, respectively (unaudited).

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**1. UMUM (lanjutan)**

**e. Entitas Anak**

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas anaknya (secara kolektif disebut sebagai "Grup") sebagai berikut:

Nama entitas anak/ Name of subsidiaries	Kegiatan usaha/ Business activities	Tempat kedudukan/ Place of domicile	Mulai beroperasi secara komersial/ Start of commercial operations	Persentase kepemilikan efektif/ Effective percentage of ownership		Total aset sebelum eliminasi/ Total assets before elimination	
				31 Desember/December 31, 2020	31 Desember/December 31, 2019	31 Desember/December 31, 2020	31 Desember/December 31, 2019
<b>Kepemilikan langsung/ Direct ownership</b>							
PT Sigma Cipta Utama ("SCU")	Manajemen data, teknologi informasi dan telekomunikasi/ Data management, information technology and telecommunications	Jakarta	1980	99,99	99,99	208.030	156.015
PT Elnusa Fabrikasi Konstruksi ("EFK")	Jasa penguliran, perdagangan dan pabrikasi pipa/ Pipe threading, trading and manufacturing services	Batam	1983	99,97	99,97	225.504	162.894
PT Elnusa Petrofin ("EPN")	SPBU, depo, transportasi dan perdagangan BBM dan bahan kimia/ Retail gas station, fuel storage, oil and chemicals distribution and trading	Jakarta	1996	99,99	99,99	2.287.297	1.974.247
PT Patra Nusa Data ("PND")	Jasa perolehan dan pengelolaan data eksplorasi dan produksi migas/ Oil and gas exploration and production data acquisition and management services	Jakarta	1998	99,50	99,50	148.257	141.794
PT Elnusa Trans Samudera ("ETSA")	Jasa penyewaan kapal laut dan agen perkapalan perusahaan pelayaran/ Ship rental services and shipping agent of shipping company	Jakarta	2014	99,99	99,99	522.343	500.169
PT Elnusa Geosains Indonesia ("EGI")	Belum beroperasi/ Pre-operating	Jakarta	-	99,99	99,99	11.508	11.601
PT Elnusa Oilfield Services ("EOS")	Belum beroperasi/ Pre-operating	Jakarta	-	99,99	99,99	37.648	36.513
KSO Elnusa - RAGA	Jasa pemeliharaan mekanik/ Mechanical maintenance service	Jakarta	2016	100,00	100,00	66.760	77.437
<b>Kepemilikan melalui EFK (dahulu EPR/ Ownership through EFK (formerly EPR) *)</b>							
PT Elnusa Daya Kreatif ("EDK")	Belum beroperasi/ Pre-operating	Jakarta	-	99,99	99,99	10.001	10.001

**f. Penerbitan laporan keuangan konsolidasian**

Laporan keuangan konsolidasian ini diselesaikan dan diotorisasi untuk terbit oleh Direksi Perusahaan pada tanggal 19 Februari 2021. Direksi Perusahaan yang menandatangani Surat Pernyataan Direksi bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut.

**1. GENERAL (continued)**

**e. Subsidiaries**

The consolidated financial statements include the financial statements of the Company and its subsidiaries (collectively referred to as the "Group") as follows:

**f. Issuance of consolidated financial statements**

These consolidated financial statements are completed and authorized for issuance by the Company's Directors on February 19, 2021. The Company's Directors who signed the Directors' Statement are responsible for the fair preparation and presentation of such consolidated financial statements.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN**

Berikut ini adalah kebijakan akuntansi signifikan yang diterapkan dalam penyusunan laporan keuangan konsolidasian Grup yang sesuai dengan Standar Akuntansi Keuangan ("SAK"), yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia dan Peraturan No. VIII.G.7 sebagai lampiran dari Keputusan Ketua OJK (dahulu Bapepam-LK) No. KEP-347/BL/2012 tertanggal 25 Juni 2012 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik.

Kebijakan ini telah diterapkan secara konsisten terhadap seluruh periode yang disajikan, kecuali jika dinyatakan lain.

**a. Dasar penyajian laporan keuangan konsolidasian**

Laporan keuangan konsolidasian, kecuali laporan arus kas konsolidasian, disusun berdasarkan konsep akrual dan biaya perolehan historis, kecuali beberapa akun tertentu yang diukur dengan cara sebagaimana yang diuraikan dalam kebijakan akuntansi di akun yang bersangkutan.

Laporan arus kas konsolidasian disajikan dengan menggunakan metode langsung yang mengelompokkan penerimaan dan pengeluaran kas dan setara kas ke dalam aktivitas operasi, investasi dan pendanaan.

Seluruh angka dalam laporan keuangan konsolidasian ini, dibulatkan dan disajikan dalam jutaan Rupiah ("Rp"), kecuali dinyatakan lain.

**b. Prinsip-prinsip konsolidasi**

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas anaknya seperti yang diungkapkan dalam Catatan 1d. Entitas anak merupakan semua entitas dimana Perusahaan terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan entitas tersebut dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas entitas tersebut. Dengan demikian, suatu entitas dianggap sebagai entitas anak jika dan hanya jika Perusahaan memiliki kekuasaan atas entitas tersebut, eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan entitas tersebut dan kemampuan untuk menggunakan kekuasaannya atas entitas tersebut untuk mempengaruhi jumlah imbal hasil Perusahaan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

*Presented below are the significant accounting policies adopted in preparing the Group's consolidated financial statements, which are in conformity with Indonesian Financial Accounting Standards ("SAK") which comprised of Statements and Interpretations issued by the Board of Financial Accounting Standards of the Institute of Indonesia Chartered Accountants and Regulation No. VIII.G.7 as appendix of the Decree of the Chairman of OJK (formerly Bapepam-LK) No. KEP-347/BL/2012 dated June 25, 2012 regarding the Presentation and Disclosure of Financial Statements of an Issuer or a Public Company.*

*These policies have been consistently applied to all periods presented, unless otherwise stated.*

**a. Basis of preparation of the consolidated financial statements**

*The consolidated financial statements, except for the consolidated statement of cash flows, are prepared using the accrual basis and based on historical costs, except for certain accounts which are measured on the bases described in the related accounting policies of those accounts.*

*The consolidated statement of cash flows is presented using the direct method by classifying the receipts and disbursements of cash and cash equivalents into operating, investing and financing activities.*

*All figures in the consolidated financial statements are rounded to and expressed in millions of Rupiah ("Rp"), unless otherwise stated.*

**b. Principles of consolidation**

*The consolidated financial statements include the financial statements of the Company and its subsidiaries as disclosed in Note 1d. Subsidiaries are all entities over which the Company is exposed, or has rights, to variable returns from its involvement with the entities and has the ability to affect those returns through its power over the entities. Thus, an entity is considered a subsidiary if and only if the Company has power over the entity, exposure or rights to variable returns from its involvement with the entity and the ability to use its power over the investee to affect the amount of the Company's returns.*



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**b. Prinsip-prinsip konsolidasi (lanjutan)**

Semua saldo dan transaksi antar entitas yang material, termasuk keuntungan atau kerugian yang belum direalisasi, jika ada, dieliminasi untuk mencerminkan posisi keuangan dan hasil operasi Grup sebagai satu kesatuan usaha. Kebijakan akuntansi di entitas anak telah diubah seperlunya agar konsisten dengan kebijakan akuntansi yang diterapkan oleh Grup.

Entitas anak dikonsolidasikan mulai dari tanggal pengendalian beralih kepada Perusahaan dan tidak lagi dikonsolidasikan dari tanggal hilangnya pengendalian.

Kepentingan nonpengendali ("KNP") mencerminkan bagian atas laba rugi, penghasilan komprehensif lain dan aset neto dari entitas anak yang tidak dapat diatribusikan secara langsung maupun tidak langsung kepada pemilik entitas induk, yang masing-masing disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan sebagai ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari bagian yang dapat diatribusikan kepada pemilik entitas induk.

Rugi entitas anak yang tidak dimiliki secara penuh diatribusikan kepada KNP, bahkan jika hal ini mengakibatkan KNP mempunyai saldo defisit.

Jika kehilangan pengendalian atas suatu entitas anak, maka Perusahaan:

- menghentikan pengakuan aset (termasuk *goodwill*) dan liabilitas entitas anak;
- menghentikan pengakuan jumlah tercatat setiap KNP;
- menghentikan pengakuan akumulasi selisih penjabaran, yang dicatat di ekuitas, bila ada;
- mengakui nilai wajar pembayaran yang diterima;
- mengakui setiap sisa investasi pada nilai wajarnya;
- mengakui setiap surplus dan defisit dalam laba rugi;
- mereklasifikasi bagian Perusahaan atas komponen yang sebelumnya diakui sebagai penghasilan komprehensif lain ke laba rugi atau saldo laba, mana yang sesuai.

Perubahan dalam bagian kepemilikan Grup pada entitas anak yang tidak mengakibatkan hilangnya pengendalian dicatat sebagai transaksi ekuitas.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**b. Principles of consolidation (continued)**

All material intercompany accounts and transactions, including unrealized gains or losses, if any, are eliminated to reflect the financial position and the results of operations of the Group as a single business entity. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Subsidiaries are fully consolidated from the date on which control is transferred to the Company. They are deconsolidated from the date on which that control ceases.

Non-controlling interest ("NCI") represents the portion of profit or loss, other comprehensive income and net assets of the subsidiary not attributable directly or indirectly to the owners of the parent entity, which are presented in the consolidated statement of profit or loss and other comprehensive income and under the equity section of the consolidated statement of financial position, respectively, separately from the corresponding portion attributable to the owners of the parent entity.

Losses of a non-wholly owned subsidiary are attributed to NCI even if such losses result in a deficit balance for the NCI.

In case it loses control over a subsidiary, the Company:

- derecognizes the assets (including *goodwill*) and liabilities of the subsidiary;
- derecognizes the carrying amount of any NCI;
- derecognizes the cumulative translation differences, recorded in equity, if any;
- recognizes the fair value of the consideration received;
- recognizes the fair value of any investment retained;
- recognizes any surplus or deficit in profit or loss;
- reclassifies the Company's share of components previously recognized in other comprehensive income to profit or loss or retained earnings, as appropriate.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

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**c. Perubahan kebijakan akuntansi**

Grup telah menerapkan sejumlah amandemen dan penyesuaian standar akuntansi yang relevan dengan pelaporan keuangan dan efektif untuk tahun periode yang dimulai pada atau setelah 1 Januari 2020 sebagai berikut:

- Amendemen PSAK 1 dan PSAK 25: Definisi Material berlaku efektif 1 Januari 2020.

Amendemen ini mengklarifikasi definisi materi dengan tujuan menyelaraskan definisi yang digunakan dalam kerangka kerja konseptual dan beberapa PSAK terkait. Selain itu, juga memberikan panduan yang lebih jelas mengenai definisi material dalam konteks pengurangan pengungkapan yang berlebihan karena perubahan ambang batas definisi material.

- PSAK 71: Instrumen Keuangan, berlaku efektif 1 Januari 2020.

PSAK ini mengatur klasifikasi dan pengukuran instrumen keuangan berdasarkan karakteristik dari arus kas kontraktual dan model bisnis entitas; metode kerugian kredit ekspektasian untuk penurunan nilai yang menghasilkan informasi yang lebih tepat waktu, relevan dan dimengerti oleh pemakai laporan keuangan; akuntansi untuk lindung nilai yang merefleksikan manajemen risiko entitas lebih baik dengan memperkenalkan persyaratan yang lebih umum berdasarkan pertimbangan manajemen.

- PSAK 72: Pendapatan dari Kontrak dengan Pelanggan, berlaku efektif 1 Januari 2020.

PSAK ini adalah standar tunggal untuk pengakuan pendapatan yang merupakan hasil dari *joint project* yang sukses antara *International Accounting Standards Board* ("IASB") dan *Financial Accounting Standards Board* ("FASB"), mengatur model pengakuan pendapatan dari kontrak dengan pelanggan, sehingga entitas diharapkan dapat melakukan analisis sebelum mengakui pendapatan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**c. Changes in accounting principles**

The Group has applied a number of amendments and improvements to accounting standards that are relevant to its financial reporting and effective for annual periods beginning on or after January 1, 2020 as follow:

- Amendments to PSAK 1 and PSAK 25: Definition of Material, effective January 1, 2020.

This amendment clarifies the definition of material with the aim of harmonizing the definitions used in the conceptual framework and some relevant PSAKs. In addition, it also provides clearer guidance regarding the definition of material in the context of reducing over disclosure due to changes in the threshold of the material definition.

- PSAK 71: Financial Instruments, effective January 1, 2020.

This PSAK provides classification and measurement of financial instruments based on the characteristics of contractual cash flows and business model of the entity; expected credit loss impairment model that resulting in information that are more timely, relevant and understandable to users of the financial statements; accounting for hedging that reflect the entity's risk management better by introducing a more general requirement based on management's judgment.

- PSAK 72: Revenue from Contracts with Customers, effective January 1, 2020.

This PSAK is a single standard that is a joint project between the International Accounting Standards Board ("IASB") and the Financial Accounting Standards Board ("FASB"), provides revenue recognition from contracts with customers, and the entity is expected to perform analysis before recognizing the revenue.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN**  
(lanjutan)

**c. Perubahan kebijakan akuntansi (lanjutan)**

Grup telah menerapkan sejumlah amandemen dan penyesuaian standar akuntansi yang relevan dengan pelaporan keuangan dan efektif untuk tahun periode yang dimulai pada atau setelah 1 Januari 2020 sebagai berikut: (lanjutan)

- PSAK 73: Sewa, berlaku efektif 1 Januari 2020.

PSAK ini menetapkan prinsip pengakuan, pengukuran, penyajian, dan pengungkapan atas sewa dengan memperkenalkan model akuntansi tunggal dengan mensyaratkan untuk mengakui aset hak-guna (*right-of-use assets*) dan liabilitas sewa. Terdapat 2 (dua) pengecualian opsional dalam pengakuan aset dan liabilitas sewa, yakni untuk: (i) sewa jangka-pendek dan (ii) sewa yang aset dasarnya (*underlying assets*) bernilai rendah.

Grup telah menerapkan standar Akuntansi baru dan penyesuaian atau amendemen tersebut sejak 1 Januari 2020. Grup tidak melakukan penyajian kembali atas informasi komparatif tahun 2019 atas penerapan PSAK 71 "Instrumen Keuangan" dan PSAK 73 "Sewa", oleh karena itu informasi komparatif tahun 2019 tidak dapat dibandingkan dengan informasi keuangan yang disajikan untuk tahun yang berakhir pada tanggal 31 Desember 2020. Perbedaan yang timbul dari penerapan PSAK 71 "Instrumen Keuangan" telah dibebankan ke saldo laba pada tanggal 1 Januari 2020. Sedangkan untuk PSAK 73 "Sewa", Grup telah mencatat aset hak-guna dan liabilitas sewa pada tanggal 1 Januari 2020. Dampak penerapan atas PSAK 71 "Instrumen Keuangan" dan PSAK 73 "Sewa" pada tanggal 1 Januari 2020 di ungkapkan pada Catatan 39, dampak atas penerapan standar baru dan penyesuaian atau amendemen lainnya tidak material terhadap laporan keuangan konsolidasian.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**c. Changes in accounting principles (continued)**

The Group has applied a number of amendments and improvements to accounting standards that are relevant to its financial reporting and effective for annual periods beginning on or after January 1, 2020 as follow: (continued)

- PSAK 73: Leases, effective January 1, 2020.

This PSAK establishes the principles of recognition, measurement, presentation, and disclosure of the lease by introducing a single accounting model, with the requirement to recognize the right-of-use assets and liability of the lease. There are 2 (two) optional exclusions in the recognition of the lease assets and liabilities: (i) short-term lease and (ii) lease with low-value underlying assets.

The Group has implemented new Accounting standards and such adjustments or amendments since January 1, 2020. The Group did not restate comparative information in 2019 on the implementation of PSAK 71 "Financial Instruments" and PSAK 73 "Leases", therefore comparative information for 2019 cannot be compared to financial information presented for the year ended December 31, 2020. Differences arising from the implementation of PSAK 71 "Financial Instruments" have been charged to the retained earnings on January 1, 2020. As for PSAK 73 "Leases", the Group has recorded right-of-use assets and lease liabilities as of January 1, 2020. The impact of the application of PSAK 71 "Financial Instruments" and PSAK 73 "Leases" on January 1, 2020 were disclosed in Note 39, the impact on the application of new standards and adjustments or other amendments is not material to the consolidated financial statements.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN**  
**(lanjutan)**

**d. Investasi pada ventura bersama**

Ventura bersama adalah semua entitas yang dikendalikan bersama oleh Grup bersama dengan venturer lain dimana Grup memiliki hak atas aset neto ventura bersama tersebut. Investasi pada ventura bersama dicatat dengan menggunakan metode ekuitas yang pada awalnya diakui pada harga perolehannya.

Bagian Grup atas laba rugi ventura bersama pasca akuisisi diakui dalam laba rugi dan bagian atas mutasi penghasilan komprehensif lain pasca akuisisi diakui di dalam penghasilan komprehensif lain dan diikuti dengan penyesuaian pada jumlah tercatat investasi. Dividen yang akan diterima dari ventura bersama diakui sebagai pengurang jumlah tercatat investasi. Jika bagian Grup atas kerugian ventura bersama sama dengan atau melebihi nilai kepemilikannya di ventura bersama, Grup menghentikan pengakuan bagian kerugiannya, kecuali Grup memiliki kewajiban hukum atau harus melakukan pembayaran tertentu atas nama ventura bersama tersebut.

Laba rugi yang dihasilkan dari transaksi antara Grup dengan ventura bersama diakui dalam laporan keuangan konsolidasian Grup hanya sebesar bagian venturer lain yang tidak berelasi dalam ventura bersama. Pada setiap tanggal pelaporan, Grup menentukan apakah terdapat bukti obyektif bahwa telah terjadi penurunan nilai pada investasi di ventura bersama. Jika demikian, maka Grup menghitung besarnya penurunan nilai sebagai selisih antara jumlah yang terpulihkan dan jumlah tercatat investasi pada ventura bersama dan mengakui selisih tersebut pada "bagian atas laba (rugi) ventura bersama" dalam laba rugi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**d. Investment in joint ventures**

*Joint ventures are all entities which are jointly controlled by the Group and other venturers, in which the Group has rights to only the net assets of the joint ventures. Investments in joint ventures are accounted for using the equity method of accounting and initially recognized at cost.*

*The Group's share of the joint ventures' post-acquisition profits or losses is recognized in profit or loss, and its share of post-acquisition movements in other comprehensive income is recognized in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. Dividends receivable from joint ventures are recognized as reductions in the carrying amount of the investment. When the Group's share of losses in a joint venture equals or exceeds its interest in the joint venture, the Group does not recognize further losses, unless the Group has incurred legal or constructive obligations or made payments on behalf of the joint venture.*

*Profits and losses resulting from transactions between the Group and its joint ventures are recognized in the Group's consolidated financial statements only to the extent of unrelated venturer's interest in the joint ventures. The Group determines at each reporting date whether there is any objective evidence that the investment in the joint venture is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the joint venture and its carrying amount and recognizes the amount adjacent to "shares of profit (loss) of joint ventures" in profit or loss.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**e. Kombinasi bisnis**

Kombinasi bisnis dicatat dengan menggunakan metode akuisisi. Biaya perolehan dari sebuah akuisisi diukur pada nilai agregat imbalan yang dialihkan, diukur pada nilai wajar pada tanggal akuisisi dan jumlah setiap KNP pada pihak yang diakuisisi. Untuk setiap kombinasi bisnis, Grup mengukur KNP pada entitas yang diakuisisi, baik pada nilai wajar ataupun pada proporsi kepemilikan KNP atas aset neto yang teridentifikasi dari entitas yang diakuisisi. Biaya-biaya akuisisi yang timbul dibebankan langsung dan dimasukkan dalam "beban umum dan administrasi".

Ketika melakukan akuisisi atas sebuah bisnis, Grup mengklasifikasikan dan menentukan aset keuangan yang diperoleh dan liabilitas keuangan yang diambil alih berdasarkan pada persyaratan kontraktual, kondisi ekonomi dan kondisi terkait lain yang ada pada tanggal akuisisi. Hal ini termasuk pemisahan derivatif melekat dalam kontrak utama oleh pihak yang diakuisisi.

Pada tanggal akuisisi, *goodwill* awalnya diukur pada biaya perolehan yang merupakan selisih lebih nilai agregat dari imbalan yang dialihkan dan jumlah setiap KNP atas selisih jumlah dari aset neto teridentifikasi yang diperoleh dan liabilitas yang diambil alih. Jika imbalan tersebut kurang dari nilai wajar aset neto entitas yang diakuisisi, selisih tersebut diakui dalam laba rugi sebagai keuntungan dari pembelian dengan diskon setelah sebelumnya manajemen meninjau kembali identifikasi dan nilai wajar dari aset yang diperoleh dan liabilitas yang diambil alih.

Setelah pengakuan awal, *goodwill* diukur pada jumlah tercatat dikurangi akumulasi penyisihan penurunan nilai. Untuk tujuan pengujian penurunan nilai, *goodwill* yang diperoleh dari suatu kombinasi bisnis, sejak tanggal akuisisi dialokasikan kepada setiap unit penghasil kas ("UPK") dari Grup yang diharapkan akan memberikan manfaat dari sinergi kombinasi tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang diakuisisi ditetapkan atas UPK tersebut.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**e. Business combination**

*Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any NCI in the acquiree. For each business combination, the Group measures the NCI in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition costs incurred are directly expensed and included in "general and administrative expenses".*

*When the Group acquires a business, it assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.*

*At acquisition date, goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognized for NCI over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the acquiree, the difference is recognized in profit or loss as gain on bargain purchase after revisiting the identification and fair value measurement of the acquired assets and the assumed liabilities.*

*After initial recognition, goodwill is measured at cost less any accumulated allowance for impairment. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units ("CGU") that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those CGUs.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN**  
(lanjutan)

**e. Kombinasi bisnis (lanjutan)**

Jika *goodwill* telah dialokasikan pada suatu UPK dan operasi tertentu atas UPK tersebut dihentikan, maka *goodwill* yang diasosiasikan dengan operasi yang dihentikan tersebut termasuk dalam jumlah tercatat operasi tersebut ketika menentukan keuntungan atau kerugian dari pelepasan. *Goodwill* yang dilepaskan tersebut diukur berdasarkan nilai relatif operasi yang dihentikan dan porsi UPK yang ditahan.

**f. Kombinasi bisnis entitas sepengendali**

Kombinasi bisnis entitas sepengendali, berupa pengalihan bisnis yang dilakukan dalam rangka reorganisasi entitas-entitas yang berada dalam suatu kelompok usaha yang sama, bukan merupakan perubahan kepemilikan dalam arti substansi ekonomi, sehingga transaksi tersebut tidak dapat menimbulkan laba atau rugi bagi kelompok usaha secara keseluruhan ataupun bagi entitas individual dalam kelompok usaha tersebut. Oleh karena itu, transaksi tersebut diakui pada jumlah tercatat berdasarkan metode penyatuan kepemilikan. Laporan keuangan entitas yang bergabung disajikan sedemikian rupa seolah-olah penggabungan tersebut telah terjadi sejak awal periode entitas yang bergabung berada dalam sepengendalian.

Selisih antara imbalan yang diberikan/diterima dan jumlah tercatat bisnis yang diterima/dilepas dalam kombinasi bisnis entitas sepengendali dicatat pada akun tambahan modal disetor dalam laporan posisi keuangan konsolidasian.

**g. Kas dan setara kas**

Kas dan setara kas terdiri dari kas, bank dan deposito berjangka yang jatuh tempo dalam 3 (tiga) bulan atau kurang dari tanggal penempatannya dan tidak digunakan sebagai jaminan atau dibatasi penggunaannya.

Deposito berjangka dengan jangka waktu lebih dari 3 (tiga) bulan tapi tidak melebihi 1 (satu) tahun dari tanggal penempatannya disajikan sebagai bagian dari "aset keuangan lancar lainnya".

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**e. Business combination (continued)**

Where *goodwill* forms part of a CGU and part of the operation within that CGU is disposed of, the *goodwill* associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. *Goodwill* disposed of in this circumstance is measured based on the relative values of the operation disposed of and the portion of the CGU retained.

**f. Business combination of entities under common control**

*Business combination of entities under common control, represents the transfer of business which is carried out within the framework of reorganizing entities under the same group, does not constitute a change of ownership based on the economic substance of such transaction, hence it does not result in gain or loss to the group as a whole or to the individual entity within the group. Hence, such transaction is recognized at carrying amount using the pooling-of-interests method. The financial statements of the combined entities are presented as if they had been combined from the beginning of the period they were under common control.*

*Difference between the consideration transferred/received and the carrying amount of the acquired/disposed business in a business combination of entities under common control is recorded in additional paid-in capital account in the consolidated statement of financial position.*

**g. Cash and cash equivalents**

*Cash and cash equivalents are cash on hand, cash in banks and time deposits with maturity periods of 3 (three) months or less at the time of placement and which are not used as collateral or not restricted.*

*Time deposits with maturities of more than 3 (three) months but not exceeding 1 (one) year at the time of placement are presented as part of "other current financial assets".*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**g. Kas dan setara kas (lanjutan)**

Kas dan setara kas yang dibatasi penggunaannya yang akan digunakan untuk membayar liabilitas yang akan jatuh tempo dalam waktu 1 (satu) tahun disajikan sebagai "kas yang dibatasi penggunaannya" sebagai bagian dari "aset keuangan lancar lainnya". Kas dan setara kas yang dibatasi penggunaannya untuk membayar liabilitas yang akan jatuh tempo dalam waktu lebih dari 1 (satu) tahun disajikan sebagai bagian dari "aset keuangan tidak lancar lainnya".

**h. Instrumen keuangan**

Instrumen keuangan adalah setiap kontrak yang memberikan aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

**i. Aset keuangan**

Pengakuan dan pengukuran awal

Grup mengklasifikasikan aset keuangannya dalam kategori (a) aset keuangan yang diukur pada nilai wajar melalui laba rugi, (b) aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lainnya, dan (c) aset keuangan yang diukur pada biaya perolehan diamortisasi.

Aset keuangan Grup terdiri dari kas dan setara kas, piutang usaha, aset keuangan lancar lainnya dan aset keuangan tidak lancar lainnya yang diklasifikasikan sebagai aset keuangan yang diukur dengan biaya diamortisasi. Aset keuangan berupa investasi pada saham diklasifikasikan sebagai aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain.

Grup menggunakan 2 (dua) metode untuk mengklasifikasikan aset keuangan, yaitu model bisnis Grup dalam mengelola aset keuangan dan karakteristik arus kas kontraktual dari aset keuangan ("SPPI").

Pengujian SPPI

Sebagai langkah pertama dari proses klasifikasi, Grup menilai persyaratan kontraktual keuangan untuk mengidentifikasi apakah mereka memenuhi pengujian SPPI.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**g. Cash and cash equivalents (continued)**

Cash and cash equivalents which are restricted for repayment of current maturing obligations are presented as "restricted cash" under "other current financial assets". Cash and cash equivalents which are restricted for repayment of obligations maturing after 1 (one) year are presented as part of "other non-current financial assets".

**h. Financial instruments**

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

**i. Financial assets**

Initial recognition and measurement

The Group classifies its financial assets into the following category: (a) financial assets measured at fair value through profit or loss, (b) financial assets measured at fair value through other comprehensive income, and (c) financial assets measured at amortised cost.

The Group's financial assets consist of cash and cash equivalents, trade receivables, other current financial assets and other non-current financial assets classified as financial assets measured at amortized cost. Investments in shares classified as financial assets measured at fair value through other comprehensive income.

The Group used 2 (two) methods to classify its financial assets, based on the Group's business model in managing the financial assets, and the contractual cash flow of the financial assets ("SPPI").

SPPI Test

As a first step of its classification process, the Group assesses the contractual terms of financial to identify whether they meet the SPPI test.

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**h. Instrumen keuangan (lanjutan)**

**i. Aset keuangan (lanjutan)**

Pengujian SPPI (lanjutan)

Nilai pokok untuk tujuan pengujian ini didefinisikan sebagai nilai wajar dari aset keuangan pada pengakuan awal dan dapat berubah selama umur aset keuangan (misalnya, jika ada pembayaran pokok atau amortisasi premi/diskon).

Elemen bunga yang paling signifikan dalam perjanjian biasanya adalah pertimbangan atas nilai waktu dari uang dan risiko kredit. Untuk membuat penilaian SPPI, Grup menerapkan pertimbangan dan memperhatikan faktor-faktor yang relevan seperti mata uang dimana aset keuangan didenominasikan dan periode pada saat suku bunga ditetapkan.

Sebaliknya, persyaratan kontraktual yang memberikan eksposur lebih dari *de minimis* atas risiko atau volatilitas dalam arus kas kontraktual yang tidak terkait dengan dasar pengaturan pinjaman, tidak menimbulkan arus kas kontraktual SPPI atas jumlah saldo. Dalam kasus seperti itu, aset keuangan diharuskan untuk diukur pada *Fair Value through Profit or Loss* ("FVTPL").

Penilaian model bisnis

Grup menentukan model bisnisnya berdasarkan tingkat yang paling mencerminkan bagaimana Grup mengelola kelompok atas keuangannya untuk mencapai tujuan bisnisnya.

Model bisnis Grup tidak dinilai berdasarkan masing-masing instrumennya, tetapi pada tingkat portofolio secara agregat yang lebih tinggi dan didasarkan pada faktor-faktor yang dapat diamati seperti:

- Bagaimana kinerja model bisnis dan aset keuangan yang dimiliki dalam model bisnis tersebut dievaluasi dan dilaporkan kepada personel manajemen kunci;
- Risiko yang mempengaruhi kinerja model bisnis (dan aset keuangan yang dimiliki dalam model bisnis tersebut) dan, khususnya, bagaimana cara risiko tersebut dikelola;

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**h. Financial instruments (continued)**

**i. Financial assets (continued)**

SPPI Test (continued)

*Principal for the purpose of this test is defined as the fair value of the financial asset at initial recognition and may change over the life of the financial asset (for example, if there are repayments of principal or amortisation of the premium/discount).*

*The most significant elements of interest within an arrangement are typically the consideration for the time value of money and credit risk. To make the SPPI assessment, the Group applies judgment and considers relevant factors such as the currency in which the financial asset is denominated, and the period for which the interest rate is set.*

*In contrast, contractual terms that introduce a more than de minimis exposure to risks or volatility in the contractual cash flows that are unrelated to a basic lending arrangement, do not give rise to contractual cash flows that are solely payments of principal and interest on the amount outstanding. In such cases, the financial asset is required to be measured as Fair Value through Profit or Loss ("FVTPL").*

Business model assessment

*The Group determines its business model at the level that best reflects how it manages the Group's financial assets to achieve its business objective.*

*The Group's business model is not assessed on an instrument-by-instrument basis, but at a higher level of aggregated portfolios and is based on observable factors such as:*

- *How the performance of the business model and the financial assets held within that business model are evaluated and reported to the entity's key management personnel;*
- *The risks that affect the performance of the business model (and the financial assets held within that business model) and, in particular the way those risks are managed;*



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**h. Instrumen keuangan (lanjutan)**

**i. Aset keuangan (lanjutan)**

Penilaian model bisnis (lanjutan)

Model bisnis Grup tidak dinilai berdasarkan masing-masing instrumennya, tetapi pada tingkat portofolio secara agregat yang lebih tinggi dan didasarkan pada faktor-faktor yang dapat diamati seperti: (lanjutan)

- Bagaimana manajer bisnis dikompensasi (misalnya, apakah kompensasi didasarkan pada nilai wajar dari aset yang dikelola atau pada arus kas kontraktual yang tertagih);
- Frekuensi, nilai, dan waktu penjualan yang diharapkan, juga merupakan aspek penting dari penilaian Grup.

Penilaian model bisnis didasarkan pada skenario yang diharapkan secara wajar tanpa mempertimbangkan skenario "worst case" atau "stress case". Jika arus kas setelah pengakuan awal direalisasikan dengan cara yang berbeda dari yang awal diharapkan, Grup tidak mengubah klasifikasi aset keuangan dimiliki yang tersisa dalam model bisnis tersebut, tetapi memasukkan informasi tersebut dalam melakukan penilaian atas aset keuangan yang baru atau yang baru dibeli selanjutnya.

Aset keuangan yang diukur pada biaya perolehan diamortisasi jika aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual dan persyaratan kontraktual dari aset keuangan yang pada tanggal tertentu meningkatkan arus kas yang semata dari pembayaran pokok dan bunga ("SPPI") dari jumlah pokok terutang.

Pada saat pengakuan awal, aset keuangan yang diukur pada biaya perolehan diamortisasi diakui pada nilai wajarnya ditambah biaya transaksi dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan suku bunga efektif.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**h. Financial instruments (continued)**

**i. Financial assets (continued)**

Business model assessment (continued)

The Group's business model is not assessed on an instrument-by-instrument basis, but at a higher level of aggregated portfolios and is based on observable factors such as: (continued)

- How business managers are compensated (for example, whether the compensation is based on the fair value of the assets managed or on the contractual cash flows collected);
- The expected frequency, value, and timing of sales are also important aspects of the Group's assessment.

The business model assessment is based on reasonably expected scenarios without taking "worst case" or "stress case" scenarios into account. If cash flows after initial recognition are realised in a way that is different from the Group's original expectations, the Group does not change the classification of the remaining financial assets held in that business model, but incorporates such information when assessing newly originated or newly purchased financial assets going forward.

Financial assets are measured at amortized cost if the financial asset is managed in a business model aimed at owning a financial asset in order to obtain a contractual cash flow and the contractual requirements of a financial asset that on a given date increases the cash flow solely from the principal and interest payments ("SPPI") of the amount owed.

At initial recognition, the financial assets measured at amortized cost are recognized at the fair value plus the transaction fee and subsequently measured at amortized cost by using the effective interest rate.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN**  
**(lanjutan)**

**h. Instrumen keuangan (lanjutan)**

**i. Aset keuangan (lanjutan)**

Penilaian model bisnis (lanjutan)

Pendapatan bunga dari aset keuangan yang diukur pada biaya perolehan diamortisasi dicatat dalam laporan laba rugi dan penghasilan komprehensif lain dan diakui sebagai "Pendapatan Keuangan". Ketika penurunan nilai terjadi, kerugian penurunan nilai diakui sebagai pengurang dari nilai tercatat aset keuangan dan diakui didalam laporan keuangan sebagai "Kerugian penurunan nilai".

Sebelum 1 Januari 2020, Grup mengklasifikasikan aset keuangannya dalam kategori (a) aset keuangan yang diukur pada nilai wajar melalui laba rugi, (b) pinjaman yang diberikan dan piutang, (c) aset keuangan dimiliki hingga jatuh tempo dan (d) aset keuangan tersedia untuk dijual. Klasifikasi ini tergantung dari tujuan perolehan aset keuangan tersebut. Manajemen menentukan klasifikasi aset keuangan tersebut pada saat awal pengakuannya.

Pinjaman yang diberikan dan piutang adalah aset keuangan non-derivatif dengan pembayaran tetap atau telah ditentukan dan tidak mempunyai kuotasi di pasar aktif, kecuali:

- yang dimaksudkan oleh Grup untuk dijual dalam waktu dekat, yang diklasifikasikan dalam kelompok diperdagangkan, serta yang pada saat pengakuan awal ditetapkan diukur pada nilai wajar melalui laba rugi;
- yang pada saat pengakuan awal ditetapkan dalam kelompok tersedia untuk dijual; atau
- dalam hal Grup mungkin tidak akan memperoleh kembali investasi awal secara substansial kecuali yang disebabkan oleh penurunan kualitas pinjaman yang diberikan dan piutang.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**h. Financial instruments (continued)**

**i. Financial assets (continued)**

Business model assessment (continued)

Interest income from financial assets measured at amortized cost is recorded in the statements of profit and loss and other comprehensive income and is recognized as "Finance Income". When a decline in value occurs, the impairment loss is recognized as a deduction of the recorded value of the financial asset and is acknowledged in the financial statements as "Impairment loss".

Before January 1, 2020, the Group classified its financial assets into these categories: (a) financial assets measured at fair value through profit or loss, (b) loans and receivables, (c) financial assets held to maturity, and (d) financial assets available for sale. This classification depends on the purpose of acquiring such financial assets. Management determines the classification of such financial assets at the beginning of its recognition.

Loans and receivables are non-derivative financial assets with fixed or specified payments and have no quotes on the active market, except:

- intended by the Group for sale in the near future, which is classified as held for trading, as well as which at the time of initial recognition is determined to be measured at fair value through profit or loss;
- which at the time of initial recognition is set as available for sale; or
- in the case of the Group may not obtain substantial initial investment unless caused by a decrease in the quality of loans provided and receivables.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**h. Instrumen keuangan (lanjutan)**

**i. Aset keuangan (lanjutan)**

Penilaian model bisnis (lanjutan)

Pada saat pengakuan awal, pinjaman yang diberikan dan piutang diakui pada nilai wajarnya ditambah biaya transaksi dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode Suku Bunga Efektif ("SBE"). Pendapatan dari aset keuangan dalam kelompok pinjaman yang diberikan dan piutang dicatat di dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan dilaporkan sebagai "Pendapatan Keuangan". Dalam hal terjadi penurunan nilai, kerugian penurunan nilai dilaporkan sebagai pengurang dari nilai tercatat dari aset keuangan dalam kelompok pinjaman yang diberikan dan piutang dan diakui di dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai "Kerugian penurunan nilai".

Metode Suku Bunga Efektif ("SBE")

SBE adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari instrumen keuangan dan metode untuk mengalokasikan pendapatan bunga selama periode yang relevan. SBE adalah suku bunga yang secara tepat mendiskontokan estimasi penerimaan kas di masa datang (mencakup seluruh komisi dan bentuk lain yang dibayarkan dan diterima yang merupakan bagian yang tak terpisahkan dari SBE, biaya transaksi dan premium dan diskonto lainnya) selama perkiraan umur instrumen keuangan, atau, jika lebih tepat, digunakan periode yang lebih singkat untuk memperoleh nilai tercatat bersih aset keuangan pada saat pengakuan awal.

Pendapatan diakui berdasarkan suku bunga efektif untuk instrumen keuangan selain dari aset keuangan FVTPL.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**h. Financial instruments (continued)**

**i. Financial assets (continued)**

Business model assessment (continued)

At the time of initial recognition, loans and receivables are recognized at their fair value plus transaction fees and are further measured on amortized acquisition costs using the Effective Interest Rate ("EIR") method. Income from financial assets in the category of loans and receivables is recorded in the consolidated statements of income and other comprehensive income and is reported as "Finance Income". In the event of impairment, impairment losses are reported as a deduction from the carrying value of the financial assets in loan and receivables and are recognized in the consolidated statements of profit and loss and other comprehensive income as "Impairment loss".

Effective Interest Method ("EIR")

EIR is a method of calculating the amortised cost of a financial asset and of allocating interest income over the relevant period. The EIR is the rate that exactly discounts estimated future cash receipts (including all fees and points paid or received that form an integral part of the EIR, transaction costs and other premiums or discounts) through the expected life of the financial instrument, or, where appropriate, a shorter period to the net carrying amount of financial assets on initial recognition.

Income is recognized on an effective interest rate basis for financial instruments other than those financial assets at FVTPL.

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(lanjutan)

**h. Instrumen keuangan (lanjutan)**

**i. Aset keuangan (lanjutan)**

Penurunan nilai aset keuangan

Aset keuangan, selain aset keuangan FVTPL, dievaluasi terhadap indikator penurunan nilai pada setiap akhir periode pelaporan. Aset keuangan diturunkan nilainya bila terdapat bukti objektif, sebagai akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset keuangan, dan peristiwa yang merugikan tersebut berdampak pada estimasi arus kas masa depan atas aset keuangan yang dapat diestimasi secara andal.

Penerapan PSAK 71 "Instrumen Keuangan" telah mengubah metode perhitungan kerugian penurunan nilai dari pendekatan kerugian yang telah terjadi (*incurred loss*) sesuai PSAK 55 "Instrumen Keuangan Pengakuan dan Pengukuran" dengan pendekatan Kerugian Kredit Ekspektasian ("ECL"). Grup menerapkan pendekatan yang disederhanakan (*simplified*) dalam menghitung kerugian kredit ekspektasian yaitu kerugian kredit ekspektasian sepanjang umur (*lifetime*).

Sebelum 1 Januari 2020, bukti objektif penurunan nilai aset keuangan termasuk sebagai berikut:

- kesulitan keuangan signifikan yang dialami penerbit atau pihak peminjam; atau
- pelanggaran kontrak, seperti terjadinya gagal bayar atau tunggakan pembayaran pokok atau bunga; atau
- terdapat kemungkinan bahwa pihak peminjam akan dinyatakan pailit atau melakukan reorganisasi keuangan; atau
- hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**h. Financial instruments (continued)**

**i. Financial assets (continued)**

Impairment of financial assets

Financial assets, other than those at FVTPL, are assessed for indicators of impairment at the end of each reporting date. Financial assets are considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the investment have been affected.

The adoption of PSAK 71 "Financial Instrument" changed the method of calculating impairment from incurred loss in accordance with PSAK 55 "Financial Instrument: Recognition and Measurement" to Expected Credit Loss ("ECL"). The Group adopted the simplified expected credit loss approach which is using lifetime expected credit loss.

Before January 1, 2020, objective evidence of impairment of financial assets could include:

- significant financial difficulty of the issuer or counterparty; or
- breach of contract, such as default or delinquency in interest or principal payments; or
- it becomes probable that the borrower will enter bankruptcy or financial re-organisation; or
- the disappearance of an active market for that financial asset because of financial difficulties.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**h. Instrumen keuangan (lanjutan)**

**i. Aset keuangan (lanjutan)**

Penurunan nilai aset keuangan (lanjutan)

Untuk kelompok aset keuangan tertentu, seperti piutang, aset yang dinilai tidak akan diturunkan secara individual akan dievaluasi penurunan nilainya secara kolektif. Bukti objektif dari penurunan nilai portofolio piutang dapat termasuk pengalaman Grup atas tertagihnya piutang di masa lalu, peningkatan keterlambatan penerimaan pembayaran piutang dari rata-rata periode kredit, dan juga pengamatan atas perubahan kondisi ekonomi nasional atau lokal yang berkorelasi dengan gagal bayar atas piutang.

Untuk aset keuangan yang diukur pada biaya perolehan diamortisasi, jumlah kerugian penurunan nilai merupakan selisih antara jumlah tercatat aset keuangan dengan nilai kini dari estimasi arus kas masa depan yang didiskontokan menggunakan suku bunga efektif awal dari aset keuangan.

Jumlah tercatat aset keuangan tersebut dikurangi dengan kerugian penurunan nilai secara langsung atas seluruh aset keuangan, kecuali piutang yang jumlah tercatatnya dikurangi melalui penggunaan akun cadangan piutang. Jika piutang tidak tertagih, piutang tersebut dihapuskan melalui akun cadangan piutang. Pemulihan kemudian dari jumlah yang sebelumnya telah dihapuskan dikreditkan terhadap akun cadangan. Perubahan jumlah tercatat akun cadangan piutang diakui dalam laba rugi.

**ii. Liabilitas keuangan**

Pengakuan dan pengukuran awal

Liabilitas keuangan diklasifikasikan sebagai liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi atau liabilitas keuangan pada biaya perolehan diamortisasi. Grup menentukan klasifikasi liabilitas keuangan mereka pada saat pengakuan awal.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**h. Financial instruments (continued)**

**i. Financial assets (continued)**

Impairment of financial assets (continued)

For certain categories of financial assets, such as receivables, assets that are assessed not to be impaired individually are, in addition, assessed for impairment on a collective basis. Objective evidence of impairment for a portfolio of receivables could include the Group's past experience of collecting payments, an increase in the number of delayed payments in the portfolio past the average credit period, as well as observable changes in national or local economic conditions that correlate with default on receivables.

For financial assets carried at amortised cost, the amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of receivables, where the carrying amount is reduced through the use of an allowance account. When a receivable is considered uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the allowance account. Changes in the carrying amount of the allowance account are recognized in profit or loss.

**ii. Financial liabilities**

Initial recognition and measurement

Financial liabilities are classified as financial liabilities at fair value through profit or loss or financial liabilities at amortized cost. The Group determines the classification of its financial liabilities at initial recognition.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**h. Instrumen keuangan (lanjutan)**

**ii. Liabilitas keuangan (lanjutan)**

Pengakuan dan pengukuran awal (lanjutan)

Liabilitas keuangan awalnya diukur sebesar nilai wajarnya. Biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan liabilitas keuangan (selain liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi) ditambahkan atau dikurangkan dari nilai wajar liabilitas keuangan, yang sesuai, pada pengakuan awal. Biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi langsung diakui dalam laba rugi.

Liabilitas keuangan Grup terdiri dari pinjaman bank jangka pendek, utang usaha, liabilitas jangka pendek lainnya, liabilitas imbalan kerja jangka pendek, beban akrual, utang bank jangka panjang dan liabilitas sewa diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya diamortisasi. Grup tidak memiliki liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi.

Pengakuan selanjutnya

Setelah pengakuan awal, liabilitas keuangan yang dikenakan bunga diukur pada biaya perolehan diamortisasi dengan menggunakan metode SBE.

Pada tanggal pelaporan, akrual beban bunga dicatat secara terpisah dari pokok pinjaman terkait dalam bagian liabilitas jangka pendek. Keuntungan atau kerugian harus diakui dalam laba rugi ketika liabilitas tersebut dihentikan pengakuannya serta melalui proses amortisasi SBE.

Biaya perolehan diamortisasi dihitung dengan mempertimbangkan diskonto atau premium atas perolehan dan komisi atau biaya yang merupakan bagian tidak terpisahkan dari SBE. Amortisasi SBE dicatat sebagai "Beban Keuangan" dalam laba rugi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**h. Financial instruments (continued)**

**ii. Financial liabilities (continued)**

Initial recognition and measurement (continued)

Financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of financial liabilities (other than financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial liabilities at fair value through profit or loss are recognized immediately in profit or loss.

The Group's financial liabilities consist of short-term bank loans, trade payables, other current liabilities, short-term employee benefits liability, accrued expenses, long-term bank loans and lease liabilities classified as financial liabilities at amortized cost. The Group has no financial liabilities measured at fair value through profit or loss.

Subsequent measurement

After initial recognition, interest-bearing financial liabilities are subsequently measured at amortized cost using the EIR method.

At the reporting dates, accrued interest expenses is recorded separately from the associated borrowings within the current liabilities section. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the EIR amortisation process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fee or costs that are an integral part of the EIR. The EIR amortisation is included in "Finance Costs" in profit or loss.

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(lanjutan)

**h. Instrumen keuangan (lanjutan)**

**ii. Liabilitas keuangan (lanjutan)**

Penghentian pengakuan

Suatu liabilitas keuangan dihentikan pengakuannya pada saat kewajiban yang ditetapkan dalam kontrak dihentikan atau dibatalkan atau kadaluwarsa.

Ketika sebuah liabilitas keuangan ditukar dengan liabilitas keuangan lain dari pemberi pinjaman yang sama atas persyaratan yang secara substansial berbeda, atau bila persyaratan dari liabilitas keuangan tersebut secara substansial dimodifikasi, pertukaran atau modifikasi persyaratan tersebut dicatat sebagai penghentian pengakuan liabilitas keuangan awal dan pengakuan liabilitas keuangan baru, dan selisih antara nilai tercatat masing-masing liabilitas keuangan tersebut diakui pada laba rugi.

**iii. Reklasifikasi instrumen keuangan**

Grup diperkenankan untuk melakukan reklasifikasi atas aset keuangan yang dimiliki jika Grup mengubah model bisnis untuk pengelolaan aset keuangan dan Grup tidak diperkenankan untuk melakukan reklasifikasi atas liabilitas keuangan.

Perubahan model bisnis sifatnya harus berdampak secara signifikan terhadap kegiatan operasional Grup seperti memperoleh, melepaskan, atau mengakhiri suatu lini bisnis. Selain itu, Grup perlu membuktikan adanya perubahan tersebut kepada pihak eksternal.

Yang bukan merupakan perubahan model bisnis adalah: (a) perubahan intensi berkaitan dengan aset keuangan tertentu (bahkan dalam situasi perubahan signifikan dalam kondisi pasar), (b) hilangnya sementara pasar tertentu untuk aset keuangan, dan (c) pengalihan aset keuangan antara bagian dari Grup dengan model bisnis berbeda.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**h. Financial instruments (continued)**

**ii. Financial liabilities (continued)**

Derecognition

A financial liability is derecognized when it is extinguished, that is when the obligation specified in the contract is discharged or cancelled or expired.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing financial liability are substantially modified, such an exchange or modification is treated as derecognition of the original financial liability and recognition of a new financial liability, and the difference in the respective carrying amounts is recognized in the profit or loss.

**iii. Reclassification of financial instruments**

The Group is allowed to reclassify the financial assets owned if the Group changes the business model for the management of financial assets and the Group is not allowed to reclassify the financial liabilities.

Changes in the business model should significantly impact the Group's operational activities such as acquiring, releasing or ending a line of business. In addition, the Group needs to prove the change to external parties.

The following are not considered as change in business model: (a) the change of intention relates to certain financial assets (even in situations of significant changes in market conditions), (b) temporary loss of certain markets for financial assets, and (c) the transfer of financial assets between parts of the Group and different business models.

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**h. Instrumen keuangan (lanjutan)**

**iv. Saling hapus instrumen keuangan**

Aset keuangan dan liabilitas keuangan disalinghapuskan dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian jika Grup memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang telah diakui; dan berintens untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan. Hak saling hapus harus ada pada saat ini daripada bersifat kontinjen atas terjadinya suatu peristiwa di masa depan dan harus dieksekusi oleh pihak lawan, baik dalam situasi bisnis normal dan dalam peristiwa gagal bayar, peristiwa kepailitan, atau kebangkrutan.

**v. Pengukuran nilai wajar**

Grup mengukur pada pengakuan awal instrumen keuangan pada nilai wajar, dan aset dan liabilitas yang diakuisisi pada kombinasi bisnis. Grup juga mengukur jumlah terpulihkan dari UPK tertentu berdasarkan nilai wajar dikurangi biaya pelepasan.

Nilai wajar adalah harga yang akan diterima dari menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

- i. di pasar utama untuk aset atau liabilitas tersebut, atau
- ii. jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Pasar utama atau pasar yang paling menguntungkan tersebut harus dapat diakses oleh Grup.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**h. Financial instruments (continued)**

**iv. Offsetting of financial instruments**

*Financial assets and financial liabilities are offset and the net amount presented in the consolidated statement of financial position when the Group has a legally enforceable right to set off the recognized amounts; and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously. A right to offset must be available today rather than being contingent on a future event and must be exercisable by any of the counterparties, both in the normal course of business and in the event of default, insolvency, or bankruptcy.*

**v. Fair value measurement**

*The Group initially measures financial instruments at fair value, and assets and liabilities of the acquirees upon business combinations. It also measures certain recoverable amounts of the CGU using fair value less cost of disposal ("FVLCD").*

*Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:*

- i. in the principal market for the asset or liability, or*
- ii. in the absence of a principal market, in the most advantageous market for the asset or liability.*

*The principal or the most advantageous market must be accessible to by the Group.*



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**i. Persediaan**

Persediaan dinyatakan sebesar nilai terendah antara biaya perolehan atau nilai realisasi neto. Biaya perolehan ditentukan dengan metode rata-rata tertimbang dan termasuk semua pengeluaran untuk memperoleh persediaan, biaya produksi atau konversi, dan biaya lainnya yang timbul untuk membawa persediaan ke tempat dan kondisi saat ini. Biaya tersebut tidak termasuk biaya pinjaman. Nilai realisasi neto adalah estimasi harga penjualan dalam kegiatan usaha normal dikurangi dengan biaya penyelesaian dan penjualannya.

Penyisihan persediaan usang dibentuk untuk mengurangi jumlah tercatat persediaan ke nilai realisasi netonya yang ditentukan melalui pengujian berkala atas estimasi penggunaan atau penjualan masing-masing jenis persediaan di masa yang akan datang.

**j. Transaksi dengan pihak-pihak berelasi**

Grup mempunyai transaksi dengan pihak berelasi sebagaimana didefinisikan pada PSAK No. 7 (Penyesuaian 2015) "Pengungkapan Pihak-pihak Berelasi".

Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, dimana persyaratan tersebut mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Saldo dan transaksi signifikan dengan pihak-pihak berelasi diungkapkan dalam Catatan 32.

Kecuali diungkapkan khusus sebagai pihak-pihak berelasi, maka pihak-pihak lain yang disebutkan dalam catatan atas laporan keuangan konsolidasian merupakan pihak ketiga.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**i. Inventories**

*Inventories are stated at the lower of cost or net realizable value. Cost is determined using the weighted average cost method and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing the inventory to its existing location and condition. It excludes borrowing costs. Net realizable value is the estimated sales amount in the ordinary course of business less the costs of completion and selling expenses.*

*Allowance for inventory obsolescence is provided to reduce the carrying amount of inventories to their net realizable value based on the periodic review of the estimated future usage or sale of individual inventory items.*

**j. Transactions with related parties**

*The Group has transactions with related parties as defined in PSAK No. 7 (Improvement 2015), "Related Party Disclosures".*

*The transactions are made based on terms agreed by the parties, in which such terms may not be the same as those of the transactions between unrelated parties.*

*All significant balances and transactions with related parties are disclosed in Note 32.*

*Unless specifically identified as related parties, the parties disclosed in the notes to the consolidated financial statements are third parties.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**k. Aset tetap**

Seluruh aset tetap awalnya diakui sebesar biaya perolehan, yang terdiri atas harga perolehan dan biaya-biaya tambahan yang dapat diatribusikan langsung untuk membawa aset ke lokasi dan kondisi yang diinginkan supaya aset tersebut siap digunakan sesuai dengan maksud manajemen.

Aset tetap dinyatakan sebesar biaya perolehan dikurangi dengan akumulasi penyusutan dan penyisihan penurunan nilai. Tanah tidak disusutkan. Termasuk juga ke dalam biaya perolehan adalah biaya-biaya penggantian bagian dari aset tetap jika biaya itu terjadi, dan apabila terdapat kemungkinan yang besar bahwa Grup akan mendapat manfaat ekonomis di masa depan dari bagian aset tersebut serta biaya perolehannya dapat diukur secara andal. Demikian pula, pada saat inspeksi yang signifikan dilakukan, biaya inspeksi itu diakui ke dalam jumlah tercatat (*carrying amount*) aset tetap sebagai suatu penggantian jika memenuhi kriteria pengakuan. Semua biaya pemeliharaan dan perbaikan yang tidak memenuhi kriteria pengakuan diakui dalam laba rugi pada saat terjadinya.

Biaya legal awal yang terjadi untuk memperoleh hak atas tanah diakui sebagai bagian dari biaya akuisisi.

Penyusutan dihitung dengan menggunakan metode garis lurus selama estimasi masa manfaat aset tetap yang bersangkutan yaitu sebagai berikut:

	<b>Tahun/Year</b>	
Bangunan, prasarana dan instalasi	4-20	<i>Buildings, improvements and installations</i>
Mesin dan peralatan	2-10	<i>Machinery and equipment</i>
Perabotan dan perlengkapan kantor	2-5	<i>Office furniture, fixtures and equipment</i>
Alat transportasi	2-5	<i>Transportation equipment</i>
Konstruksi baja	10	<i>Steel constructions</i>

Aset dalam penyelesaian merupakan biaya-biaya yang berhubungan langsung dengan pembangunan dan akuisisi aset tetap, termasuk biaya pendanaan, jika ada. Biaya-biaya tersebut akan dipindahkan ke aset tetap yang bersangkutan pada saat pembangunannya telah selesai. Penyusutan mulai dibebankan pada saat aset tersebut siap digunakan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**k. Fixed assets**

*All fixed assets are initially recognized at cost, which comprises the purchase price and any costs directly attributable in bringing the assets to the location and condition necessary for the assets to be capable of operating in the manner intended by management.*

*Fixed assets are stated at cost less accumulated depreciation and allowance for impairment. Land is not depreciated. The cost includes the cost of replacing part of the fixed assets when that cost is incurred, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the fixed assets as a replacement if the recognition criteria are satisfied. All other repairs and maintenance costs that do not meet the recognition criteria are recognized in profit or loss as incurred.*

*Initial legal costs incurred to obtain legal rights of land are recognized as part of the acquisition costs.*

*Depreciation is calculated using the straight-line method over the estimated useful lives of the assets as follows:*

*Construction in progress represents costs directly attributable to the construction and acquisition of fixed assets, including financial costs, if any. These costs are transferred to the relevant asset account when the construction is complete. Depreciation is charged from the date the assets are ready for use.*

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**k. Aset tetap (lanjutan)**

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis di masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset, yang merupakan perbedaan antara jumlah neto hasil pelepasan dengan jumlah tercatatnya, disajikan dalam laba rugi.

Nilai residu, umur manfaat dan metode penyusutan ditinjau ulang dan, jika diperlukan, akan disesuaikan secara prospektif pada setiap tanggal pelaporan.

**l. Aset takberwujud**

Biaya terkait dengan pembaruan hak atas tanah diakui sebagai aset takberwujud dan diamortisasi sepanjang umur hukum hak yang berkisar antara 20 (dua puluh) sampai 30 (tiga puluh) tahun.

Biaya yang terkait dengan pemeliharaan program piranti lunak komputer diakui sebagai beban pada saat terjadinya. Biaya perolehan atau pengembangan yang dapat secara langsung diatribusikan kepada desain dan pengujian produk piranti lunak diakui sebagai aset takberwujud.

Biaya-biaya yang dapat diatribusikan secara langsung dan dikapitalisasi sebagai bagian dari produk piranti lunak mencakup beban pekerja pengembang piranti lunak dan *overhead* yang relevan. Biaya perolehan dan pengembangan piranti lunak diamortisasi dengan menggunakan metode garis lurus selama 2 (dua) tahun.

Aset takberwujud dihentikan pengakuannya pada saat pelepasan atau aset tersebut tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomis di masa depan yang dapat diharapkan pada saat pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan atau pelepasan aset takberwujud diakui dalam laba rugi pada saat terjadinya penghentian atau pelepasan tersebut.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**k. Fixed assets (lanjutan)**

*An item of fixed asset is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from derecognition of the asset, calculated as the difference between the net disposal proceeds and the carrying amount of the asset, is included in profit or loss.*

*The residual values, useful lives and methods of depreciation are reviewed, and adjusted prospectively, if appropriate, at each reporting date.*

**l. Intangible assets**

*Cost related to renewal of land rights are recognized as intangible assets and amortized during the period of the land rights which are ranging from 20 (twenty) to 30 (thirty) years.*

*Costs associated with maintaining computer software programs are recognized as an expense as incurred. Acquisition and development costs that are directly attributable to the design and testing of software products are recognized as intangible assets.*

*Directly attributable costs that are capitalized as part of the software product include the software development employee costs and an appropriate portion of the relevant overheads. The acquisition and development costs is amortized using the straight-line method over 2 (two) years.*

*Intangible assets is derecognized either when it has been disposed of or when the assets is permanently withdrawn from use and no future benefit is expected from its disposal. Any gains or losses on the derecognition or disposal of an intangible assets are recognized in profit or loss on the date of derecognition or disposal.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**m. Sewa**

Sebelum 1 Januari 2020

Grup mengklasifikasikan sewa berdasarkan sejauh mana risiko dan manfaat yang terkait dengan kepemilikan aset sewaan berada pada lessor atau lessee, dan pada substansi transaksi daripada bentuk kontraknya, pada tanggal pengakuan awal.

**Sewa Pembiayaan - sebagai Lessee**

Suatu sewa diklasifikasikan sebagai sewa pembiayaan jika sewa tersebut mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset sewa. Sewa tersebut dikapitalisasi sejak awal masa sewa sebesar nilai wajar aset sewaan atau sebesar nilai kini dari pembayaran sewa minimum, jika nilai kini lebih rendah dari nilai wajar.

Pembayaran sewa minimum harus dipisahkan antara bagian yang merupakan beban keuangan dan bagian yang merupakan pelunasan liabilitas, sedemikian rupa sehingga menghasilkan suatu tingkat suku bunga periodik yang konstan atas saldo liabilitas. Beban keuangan dibebankan langsung pada laba rugi.

Jika terdapat kepastian yang memadai bahwa lessee akan mendapatkan hak kepemilikan pada akhir masa sewa, aset sewaan disusutkan selama masa pakai aset yang diestimasi berdasarkan umur manfaat aset tersebut. Jika tidak terdapat kepastian tersebut, maka aset sewaan disusutkan selama periode yang lebih pendek antara umur manfaat aset sewaan atau masa sewa. Laba atau rugi yang timbul dari transaksi jual dan sewa kembali ditangguhkan dan diamortisasi selama masa sewa.

**Sewa Operasi - sebagai Lessee**

Suatu sewa diklasifikasikan sebagai sewa operasi jika sewa tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset. Dengan demikian, pembayaran sewa diakui sebagai beban di tahun berjalan pada operasi dengan menggunakan metode garis lurus selama masa sewa.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**m. Lease**

Before January 1, 2020

The Group classifies leases based on the extent to which risks and rewards incidental to the ownership of a leased asset are vested upon the lessor or the lessee, and the substance of the transaction rather than the form of the contract, at inception date.

**Finance Lease - as Lessee**

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of the leased assets. Such leases are capitalized at the inception of the lease at the fair value of the leased assets or, if lower, at the present value of the minimum lease payments.

Minimum lease payments are apportioned between the financial charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of liability. Financial charges are charged directly to profit or loss.

If there is a reasonable certainty that the lessee will obtain ownership by the end of the lease term, then, the leased assets are depreciated over their estimated useful lives. If not, then the capitalized leased assets are depreciated over the shorter of the useful lives of the assets or the lease term. Gain or loss on a sale and finance leaseback transaction is deferred and amortized over the lease term.

**Operating Lease - as Lessee**

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of the leased assets. Accordingly, the related lease payments are recognized as expense in the current year operations using the straight-line method over the lease term.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN**  
**(lanjutan)**

**m. Sewa (lanjutan)**

Setelah 1 Januari 2020

Mulai tanggal 1 Januari 2020, Grup menerapkan PSAK 73 "Sewa", yang mensyaratkan pengakuan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai "sewa operasi". Kebijakan ini berlaku untuk kontrak yang disepakati atau diamendemen, pada atau setelah 1 Januari 2020.

Pada tanggal inisiasi suatu kontrak, Grup menilai apakah suatu kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan, atau mengandung, sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan suatu aset identifikasi selama suatu jangka waktu untuk dipertukarkan dengan imbalan. Untuk menilai apakah suatu kontrak memberikan hak untuk mengendalikan suatu aset identifikasi, Grup menilai apakah:

- a) Kontrak melibatkan penggunaan suatu aset identifikasi - ini dapat ditentukan secara eksplisit atau implisit dan secara fisik dapat dibedakan atau mewakili secara substansial seluruh kapasitas aset yang secara fisik dapat dibedakan. Jika pemasok memiliki hak substitusi substantif, maka aset tersebut tidak teridentifikasi;
- b) Grup memiliki hak untuk memperoleh secara substansial seluruh manfaat ekonomi dari penggunaan aset selama periode penggunaan; dan
- c) Grup memiliki hak untuk mengarahkan penggunaan aset identifikasi. Grup memiliki hak ini ketika hak pengambilan keputusan yang paling relevan untuk mengubah bagaimana dan untuk tujuan apa aset tersebut digunakan. Dalam kondisi tertentu di mana semua keputusan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya, Grup memiliki hak untuk mengarahkan penggunaan aset tersebut jika:
  - Grup memiliki hak untuk mengoperasikan aset; atau
  - Grup mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**m. Lease (continued)**

After January 1, 2020

From 1 January 2020, the Group has adopted PSAK 73 "Leases", which sets the requirements for recognition of lease liabilities in relation to leases which had previously been classified as "operating leases". This policy is applied to contracts entered into or amended, on or after January 1, 2020.

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

- a) The contract involves the use of an identified asset - this may be specified explicitly or implicitly and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has the substantive substitution right, then the asset is not identified;
- b) The Group has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- c) The Group has the right to direct the use of the identified asset. The Group has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In certain circumstances where all the decisions about how and for what purpose the asset is used are predetermined, the Group has the right to direct the use of the asset if either:
  - The Group has the right to operate the asset; or
  - The Group designed the asset in a way that predetermines how and for what purpose the asset will be used.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN**  
(lanjutan)

**m. Sewa (lanjutan)**

Setelah 1 Januari 2020 (lanjutan)

Pada tanggal inepksi atau pada penilaian kembali atas kontrak yang mengandung sebuah komponen sewa, Grup mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat dari komponen nonsewa.

Pada tanggal permulaan sewa, Grup mengakui aset hak-guna dan liabilitas sewa. Aset hak guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan dan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan dan ketentuan sewa, dikurangi dengan insentif sewa yang diterima.

Aset hak-guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Grup menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran tetap, termasuk pembayaran tetap secara substansi dikurangi dengan piutang insentif sewa.

Setiap pembayaran sewa dialokasikan sebagai beban keuangan dan pengurangan liabilitas sehingga menghasilkan tingkat suku bunga yang konstan atas saldo liabilitas yang tersisa.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**m. Lease (continued)**

After January 1, 2020 (continued)

*At the inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone prices and the aggregate stand-alone price of the non-lease components.*

*The Group recognises a right-of-use assets and a lease liability at the lease commencement date. The right-of-use assets is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payment made at or before the commencement date, plus any initial direct cost incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives received.*

*The right-of-use assets is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use assets or the end of the lease term.*

*The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, use the incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.*

*Lease payments included in the measurement of the lease liability comprise fixed payments, including in-substance fixed payments less any lease incentive receivable.*

*Each lease payment is allocated between finance charges and reduction of the lease liability so as to achieve a constant interest rate on the outstanding balance of the liabilities.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**m. Sewa (lanjutan)**

Setelah 1 Januari 2020 (lanjutan)

Sewa jangka-pendek dan sewa aset bernilai-rendah

Grup memilih untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka-pendek yang memiliki masa sewa 12 bulan atau kurang dan sewa atas aset bernilai-rendah. Grup mengakui pembayaran sewa terkait dengan sewa ini sebagai beban dengan dasar garis lurus selama masa sewa.

**n. Properti investasi**

Properti investasi terdiri dari tanah, bangunan prasarana dan instalasi, yang dikuasai Grup untuk disewakan atau untuk mendapatkan keuntungan dari kenaikan nilai atau keduanya dan tidak untuk digunakan dalam produksi atau penyediaan barang atau jasa atau untuk tujuan administratif atau dijual dalam kegiatan usaha normal. Properti investasi dinyatakan sebesar biaya perolehan termasuk pengeluaran yang dapat diatribusikan secara langsung untuk perolehan properti investasi.

Selanjutnya, properti investasi diukur berdasarkan biaya perolehan dikurangi akumulasi penyusutan (kecuali tanah yang tidak disusutkan) dan penyisihan penurunan nilai. Jumlah tercatat termasuk bagian biaya penggantian properti investasi yang ada pada saat terjadinya biaya, jika kriteria pengakuan terpenuhi dan tidak termasuk biaya harian penggunaan properti investasi. Nilai wajar properti investasi ditentukan berdasarkan acuan harga pasar untuk properti sejenis.

Penyusutan bangunan, prasarana dan instalasi dihitung dengan menggunakan metode garis lurus selama estimasi umur manfaat aset antara 4 (empat) sampai 20 (dua puluh) tahun.

Properti investasi dihentikan pengakuannya pada saat pelepasan atau ketika properti investasi tersebut tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomis di masa depan yang dapat diharapkan pada saat pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan atau pelepasan properti investasi diakui dalam laba rugi pada saat terjadinya penghentian atau pelepasan tersebut.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**m. Lease (continued)**

After January 1, 2020 (continued)

Short-term leases and leases of low-value assets

The Group has elected not to recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

**n. Investment property**

Investment property consists of land, buildings, facilities and installations, which are held by the Group to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes or sale in the ordinary course of business. Investment property is stated at cost, including expenditure that is directly attributable to acquisition of the investment property.

Investment property is subsequently measured at cost less accumulated depreciation (except for land which is not depreciated) and allowance for impairment. The carrying amount includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met and excludes the costs of day to day servicing of an investment property. Fair value of the investment property is determined with reference to market value for the same type of property.

Depreciation of buildings, facilities and installations are calculated using the straight-line method based on the estimated useful lives of the assets between 4 (four) and 20 (twenty) years.

Investment property is derecognized either when it has been disposed of or when the investment property is permanently withdrawn from use and no future benefit is expected from its disposal. Any gains or losses on the derecognition or disposal of an investment property are recognized in profit or loss on the date of derecognition or disposal.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**n. Properti investasi (lanjutan)**

Transfer ke properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan yang ditunjukkan dengan berakhirnya pemakaian oleh pemilik, dimulainya sewa operasi ke pihak lain atau selesainya pembangunan atau pengembangan. Transfer dari properti investasi dilakukan jika dan hanya jika terdapat perubahan penggunaan yang ditunjukkan dengan dimulainya penggunaan oleh pemilik atau dimulainya pengembangan yang bertujuan untuk dijual.

Untuk transfer dari properti investasi ke aset yang digunakan dalam operasi, Grup menggunakan metode biaya pada tanggal perubahan penggunaan. Jika aset yang digunakan Grup menjadi properti investasi, Grup mencatat aset tersebut sesuai dengan kebijakan aset tetap sampai dengan tanggal terakhir perubahan penggunaannya.

**o. Penurunan nilai aset nonkeuangan**

Aset yang memiliki umur manfaat tidak terbatas, sebagai contoh *goodwill* atau aset takberwujud yang belum siap digunakan, tidak diamortisasi dan dilakukan pengujian penurunan nilai secara tahunan, atau lebih sering apabila terdapat peristiwa atau perubahan pada kondisi yang mengindikasikan kemungkinan penurunan nilai.

Aset yang diamortisasi atau disusutkan ditinjau ulang ketika terdapat indikasi bahwa jumlah tercatatnya mungkin tidak dapat dipulihkan. Penurunan nilai diakui jika jumlah tercatat aset melebihi jumlah terpulihkan. Jumlah terpulihkan adalah nilai yang lebih tinggi antara nilai wajar aset dikurangi biaya untuk menjual dan nilai pakai aset. Dalam menentukan penurunan nilai, aset dikelompokkan sampai tingkat yang paling rendah dimana arus kasnya dapat diidentifikasi ("UPK"). Aset nonkeuangan selain *goodwill* yang mengalami penurunan nilai ditinjau ulang pada setiap tanggal pelaporan untuk menentukan apakah terdapat kemungkinan pemulihan penurunan nilai.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**n. Investment property (continued)**

*Transfers to investment property are made when, and only when, there is a change in use, evidenced by the end of owner occupation, commencement of an operating lease to another party or completion of construction or development. Transfers from investment property are made when, and only when, there is a change in use, evidenced by commencement of owner occupation or commencement of development with a view to sale.*

*For a transfer from investment property to an asset used in operations, the Group uses the cost method at the date of change in use. If the asset used by the Group becomes an investment property, the Group accounts for the asset in accordance with the policy stated under fixed assets up to the date of change in use.*

**o. Impairment of non-financial assets**

*Assets that have an indefinite useful life - for example, goodwill or intangible assets not ready for use - are not subject to amortization and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.*

*Assets that are subject to amortization or depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows ("CGU"). Non-financial assets other than goodwill that suffer an impairment are reviewed for possible reversal of the impairment at each reporting date.*



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**o. Penurunan nilai aset nonkeuangan (lanjutan)**

Pemulihan kerugian penurunan nilai untuk aset selain *goodwill*, diakui jika, terdapat perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset sejak peninjauan ulang penurunan nilai yang terakhir. Pembalikan kerugian penurunan nilai tersebut diakui segera dalam laba rugi, kecuali untuk aset yang disajikan pada jumlah revaluasi yang diatur PSAK lain. Kerugian penurunan nilai yang diakui atas *goodwill* tidak dibalik kembali.

**p. Biaya pinjaman**

Biaya pinjaman yang terjadi untuk konstruksi aset kualifikasian, dikapitalisasi selama waktu yang dibutuhkan untuk menyelesaikan konstruksi. Untuk pinjaman yang dapat diatribusikan secara langsung pada suatu aset kualifikasian, jumlah yang dikapitalisasi adalah sebesar biaya pinjaman yang terjadi selama tahun berjalan dikurangi pendapatan investasi jangka pendek dari pinjaman tersebut. Untuk pinjaman yang tidak dapat diatribusi secara langsung pada suatu aset kualifikasian, jumlah biaya pinjaman yang dikapitalisasi ditentukan dengan mengalikan tingkat kapitalisasi dengan pengeluaran untuk aset kualifikasian. Tingkat kapitalisasi adalah rata-rata tertimbang biaya pinjaman dibagi dengan jumlah pinjaman selama tahun tertentu, tidak termasuk pinjaman yang dapat diatribusikan secara langsung untuk membiayai aset kualifikasian.

**q. Provisi**

Provisi diakui jika, sebagai akibat peristiwa masa lalu, Grup memiliki kewajiban kini, baik bersifat hukum maupun bersifat konstruktif yang dapat diukur secara andal dan kemungkinan besar penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi. Jika dampak nilai waktu uang cukup material, maka provisi dinyatakan pada estimasi nilai kini dari jumlah kewajiban yang harus diselesaikan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**o. Impairment of non-financial assets (continued)**

*Reversal on impairment loss for assets other than goodwill would be recognized if there had been a change in the estimates used to determine the asset's recoverable amount since the last impairment test was carried out. Reversal on impairment loss will be immediately recognized in profit or loss, except for assets measured using the revaluation model as required by other PSAK. Impairment loss relating to goodwill would not be reversed.*

**p. Borrowing costs**

*Borrowing cost for a qualifying asset should be capitalized over the asset construction years. For borrowings directly attributable to a qualifying asset, the amount to be capitalized is determined as the actual borrowing costs incurred during the year, less any income earned on the temporary investment of such borrowings. For borrowings that are not directly attributable to a qualifying asset, the amount to be capitalized is determined by applying a capitalization rate to the amount expended on the qualifying asset. The capitalization rate is the weighted-average of the borrowing costs applicable to the total borrowings outstanding during the year, excluding borrowings directly attributable to finance the qualifying asset.*

**q. Provision**

*A provision is recognized if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Where the time value of money is material, provision is stated at the present value of the expenditure expected to be required to settle the obligation.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN**  
(lanjutan)

**r. Pengakuan pendapatan dan beban**

Sebelum 1 Januari 2020

**i. Penjualan barang**

Pendapatan dari penjualan barang dalam kegiatan usaha normal Grup diukur pada nilai wajar imbalan yang diterima atau akan diterima, setelah dikurangi Pajak Pertambahan Nilai, retur, diskon dan potongan harga.

Pendapatan penjualan barang diakui pada saat terpenuhinya seluruh kondisi berikut:

- Grup telah memindahkan risiko dan manfaat kepemilikan barang secara signifikan kepada pembeli;
- Grup tidak lagi melanjutkan pengelolaan yang biasanya terkait dengan kepemilikan atas barang maupun melakukan pengendalian efektif atas barang yang dijual;
- jumlah pendapatan dapat diukur secara andal;
- kemungkinan besar manfaat ekonomi yang terkait dengan transaksi tersebut akan mengalir ke Grup; dan
- biaya yang terjadi atau akan terjadi sehubungan transaksi penjualan tersebut dapat diukur secara andal.

**ii. Penjualan jasa**

Pendapatan dari penjualan jasa diakui dalam laba rugi pada saat jasa diberikan. Untuk penjualan jasa yang mengacu pada tingkat penyelesaian dari transaksi pada tanggal pelaporan, tingkat penyelesaian transaksi ditentukan dengan memperhatikan survei pekerjaan yang telah dilaksanakan.

Pendapatan dari penjualan jasa diakui pada saat terpenuhinya seluruh kondisi berikut:

- jumlah pendapatan dapat diukur secara andal;
- besar kemungkinan manfaat ekonomi sehubungan dengan transaksi tersebut akan mengalir ke Grup;
- tingkat penyelesaian dari suatu transaksi pada tanggal pelaporan dapat diukur secara andal; dan
- biaya yang timbul untuk transaksi dan biaya untuk menyelesaikan transaksi tersebut dapat diukur dengan andal.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**r. Revenues and expenses recognition**

Before January 1, 2020

**i. Sales of goods**

Revenue from the sale of goods in the ordinary course of the Group's activities is measured at the fair value of the consideration received or receivable, net of Value Added Tax, returns, discounts and rebates.

Revenue from sales of goods is recognized when all of the following conditions are met:

- the Group has transferred to the buyer the significant risks and rewards of ownership of the goods;
- the Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the Group; and
- the costs incurred or to be incurred in relation to the sales transaction can be measured reliably.

**ii. Sales of services**

Revenue from sales of services is recognized in profit or loss when the services are rendered. For sales of services in which the service are rendered by reference to the stage of completion of the transaction at the reporting date, the stage of completion is assessed by reference to surveys of work performed.

Revenue from rendering of services is recognized when all of the following conditions are met:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the Group;
- the stage of completion of the transaction at the reporting date can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**r. Pengakuan pendapatan dan beban (lanjutan)**

Sebelum 1 Januari 2020 (lanjutan)

**ii. Penjualan jasa (lanjutan)**

Bila hasil transaksi penjualan jasa tidak dapat diestimasi dengan andal, pendapatan yang diakui hanya sebesar beban yang telah diakui yang dapat diperoleh kembali. Taksiran rugi pada jasa segera diakui dalam laba rugi.

**iii. Penghasilan sewa**

Penghasilan sewa dari properti investasi dan aset tertentu diakui dalam laba rugi dengan dasar garis lurus selama jangka waktu sewa.

**iv. Beban**

Beban diakui pada saat terjadinya berdasarkan konsep akrual.

Setelah 1 Januari 2020

Dalam menentukan pengakuan pendapatan, Grup melakukan analisa transaksi melalui lima langkah analisa berikut:

1. Mengidentifikasi kontrak dengan pelanggan, dengan kriteria sebagai berikut:
  - Kontrak telah disetujui oleh pihak-pihak terkait dalam kontrak;
  - Grup bisa mengidentifikasi hak dari pihak-pihak terkait dan jangka waktu pembayaran dari barang atau jasa yang akan dialihkan;
  - Kontrak memiliki substansi komersial; dan
  - Besar kemungkinan Grup akan menerima imbalan atas barang atau jasa yang dialihkan
2. Mengidentifikasi kewajiban pelaksanaan dalam kontrak, untuk menyerahkan barang atau jasa yang memiliki karakteristik yang berbeda ke pelanggan.
3. Menentukan harga transaksi, setelah dikurangi diskon, retur, insentif penjualan, pajak penjualan barang mewah, pajak pertambahan nilai dan pungutan ekspor, yang berhak diperoleh suatu entitas sebagai kompensasi atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**r. Revenues and expenses recognition (continued)**

Before January 1, 2020 (continued)

**ii. Sales of services (continued)**

When the outcome of a transaction involving the rendering of services cannot be estimated reliably, revenue is recognized only to the extent of the expenses recognized that are recoverable. An expected loss on a service is recognized immediately in profit or loss.

**iii. Rental income**

Rental income from investment property and certain assets is recognized in profit or loss on a straight-line basis over the term of the lease.

**iv. Expenses**

Expenses are recognized when incurred on an accrual basis.

After January 1, 2020

In determining revenue recognition, the Group perform analysis transaction through the following five steps of assessment:

1. Identify contracts with customers with certain criteria as follows:
  - The contract has been agreed by the parties involved in the contract;
  - The Group can identify the rights of relevant parties and the term of payment for the goods or services to be transferred;
  - The contract has commercial substance; and
  - It is probable that the Group will receive benefits for the goods or services transferred.
2. Identify the performance obligations in the contract, to transfer distinctive goods or services to the customer.
3. Determine the transaction price, net of discounts, returns, sales incentives, luxury sales tax, value added tax and export duty, which an entity expects to be entitled in exchange for transferring promised goods or services to a customer.

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**r. Pengakuan pendapatan dan beban (lanjutan)**

Setelah 1 Januari 2020 (lanjutan)

4. Mengalokasikan harga transaksi kepada setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual dari setiap barang atau jasa yang dijanjikan di kontrak.
5. Mengakui pendapatan ketika kewajiban pelaksanaan telah dipenuhi (sepanjang waktu atau pada suatu waktu tertentu).

Pembayaran harga transaksi berbeda untuk setiap kontrak. Aset kontrak diakui apabila kewajiban pelaksanaan yang telah dipenuhi melebihi pembayaran yang dilakukan oleh pelanggan. Liabilitas kontrak diakui ketika pembayaran yang dilakukan oleh pelanggan melebihi kewajiban pelaksanaan yang telah dipenuhi. Aset kontrak disajikan dalam "Piutang usaha" dan liabilitas kontrak disajikan dalam "Pendapatan diterima dimuka".

Kriteria tertentu juga harus terpenuhi untuk setiap aktivitas Grup seperti yang dijelaskan di bawah.

**i. Penjualan barang**

Pendapatan dari penjualan barang dalam kegiatan usaha normal Grup diukur pada nilai wajar imbalan yang diterima atau akan diterima, setelah dikurangi Pajak Pertambahan Nilai, retur, diskon dan potongan harga.

Pendapatan penjualan barang diakui pada saat terpenuhinya seluruh kondisi berikut:

- Grup telah memindahkan risiko dan manfaat kepemilikan barang secara signifikan kepada pembeli;
- Grup tidak lagi melanjutkan pengelolaan yang biasanya terkait dengan kepemilikan atas barang maupun melakukan pengendalian efektif atas barang yang dijual;
- jumlah pendapatan dapat diukur secara andal;
- kemungkinan besar manfaat ekonomi yang terkait dengan transaksi tersebut akan mengalir ke Grup; dan
- biaya yang terjadi atau akan terjadi sehubungan transaksi penjualan tersebut dapat diukur secara andal.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**r. Revenues and expenses recognition (continued)**

After January 1, 2020 (continued)

4. Allocate the transaction price to each performance obligation on the basis of the selling prices of each goods or services promised in the contract.
5. Recognise revenue when performance obligation is satisfied (over time or at a point in time).

Payment of the transaction price differs for each contracts. Contract asset is recognised when performance obligation satisfied is more than the payments by customer. Contract liability is recognised when the payments by customer is more than the performance obligation satisfied. Contract assets are presented under "Trade receivables" and contract liabilities are presented under "Deferred Income".

The specific criteria also must be met for each of the Group's activities as described below.

**i. Sales of goods**

Revenue from the sale of goods in the ordinary course of the Group's activities is measured at the fair value of the consideration received or receivable, net of Value Added Tax, returns, discounts and rebates.

Revenue from sales of goods is recognized when all of the following conditions are met:

- the Group has transferred to the buyer the significant risks and rewards of ownership of the goods;
- the Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the Group; and
- the costs incurred or to be incurred in relation to the sales transaction can be measured reliably.

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(lanjutan)

**r. Pengakuan pendapatan dan beban**  
(lanjutan)

Setelah 1 Januari 2020 (lanjutan)

**ii. Penjualan jasa**

Pendapatan dari penjualan jasa diakui dalam laba rugi pada saat jasa diberikan. Untuk penjualan jasa yang mengacu pada tingkat penyelesaian dari transaksi pada tanggal pelaporan, tingkat penyelesaian transaksi ditentukan dengan memperhatikan survei pekerjaan yang telah dilaksanakan.

Pendapatan dari penjualan jasa diakui pada saat terpenuhinya seluruh kondisi berikut:

- jumlah pendapatan dapat diukur secara andal;
- besar kemungkinan manfaat ekonomi sehubungan dengan transaksi tersebut akan mengalir ke Grup;
- tingkat penyelesaian dari suatu transaksi pada tanggal pelaporan dapat diukur secara andal; dan
- biaya yang timbul untuk transaksi dan biaya untuk menyelesaikan transaksi tersebut dapat diukur dengan andal.

Bila hasil transaksi penjualan jasa tidak dapat diestimasi dengan andal, pendapatan yang diakui hanya sebesar beban yang telah diakui yang dapat diperoleh kembali. Taksiran rugi pada jasa segera diakui dalam laba rugi.

**iii. Penghasilan sewa**

Penghasilan sewa dari properti investasi dan aset tertentu diakui dalam laba rugi dengan dasar garis lurus selama jangka waktu sewa.

**iv. Beban**

Beban diakui pada saat terjadinya berdasarkan konsep akrual.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**r. Revenues and expenses recognition**  
(continued)

After January 1, 2020 (lanjutan)

**ii. Sales of services**

Revenue from sales of services is recognized in profit or loss when the services are rendered. For sales of services in which the service are rendered by reference to the stage of completion of the transaction at the reporting date, the stage of completion is assessed by reference to surveys of work performed.

Revenue from rendering of services is recognized when all of the following conditions are met:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the Group;
- the stage of completion of the transaction at the reporting date can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When the outcome of a transaction involving the rendering of services cannot be estimated reliably, revenue is recognized only to the extent of the expenses recognized that are recoverable. An expected loss on a service is recognized immediately in profit or loss.

**iii. Rental income**

Rental income from investment property and certain assets is recognized in profit or loss on a straight-line basis over the term of the lease.

**iv. Expenses**

Expenses are recognized when incurred on an accrual basis.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**s. Imbalan kerja**

**i. Program imbalan pasti**

Liabilitas program pensiun imbalan pasti yang diakui dalam laporan posisi keuangan konsolidasian adalah nilai kini kewajiban imbalan pasti pada tanggal pelaporan dikurangi nilai wajar aset program. Perhitungan tersebut dilakukan oleh aktuaris independen dengan menggunakan metode *projected unit credit*. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan estimasi arus kas keluar di masa depan menggunakan tingkat bunga obligasi pemerintah dengan pertimbangan bahwa pada saat ini tidak terdapat pasar aktif untuk obligasi korporasi yang berkualitas tinggi yang memiliki periode jatuh temponya berdekatan dengan periode liabilitas tersebut.

Beban yang diakui di laba rugi termasuk biaya jasa kini, beban/pendapatan bunga, biaya jasa lalu dan keuntungan/kerugian penyelesaian.

Pengukuran kembali program imbalan pasti diakui dalam penghasilan komprehensif lain. Pengukuran kembali terdiri dari keuntungan dan kerugian aktuarial, imbal hasil aset program (diluar pendapatan bunga yang sudah diakumulasi dalam perhitungan bunga neto/aset) dan setiap perubahan atas dampak batas atas aset (diluar pendapatan bunga yang sudah diakumulasi dalam perhitungan bunga neto/aset).

Biaya jasa lalu diakui segera dalam laba rugi, kecuali perubahan pada program pensiun tergantung pada kondisi karyawan memberikan jasanya selama periode tertentu (periode *vesting*). Dalam hal ini, biaya jasa lalu diamortisasi dengan menggunakan metode garis lurus sepanjang periode *vesting*.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**s. Employee benefits**

**i. Defined benefit plans**

The liability recognized in the consolidated statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets. The calculation is performed by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using government bond interest rates considering currently there is no deep market for high quality corporate bonds that have terms to maturity approximating the terms of the related liability.

Expense charged to profit or loss includes current service costs, interest expense/income, past-service cost and gains and losses on settlements.

Remeasurements of defined benefit plans are recognized in other comprehensive income. Remeasurements comprise actuarial gains and losses, the return on plan assets (excluding amounts included in net interest on the net defined benefit liability/asset) and any change in the effect of the asset ceiling (excluding amounts included in net interest on the net defined benefit liability/asset).

Past-service costs are recognized immediately in profit or loss, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortized on a straight-line basis over the vesting period.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**s. Imbalan kerja (lanjutan)**

**i. Program imbalan pasti (lanjutan)**

Keuntungan dan kerugian atas kurtailmen diakui ketika terdapat komitmen untuk mengurangi jumlah karyawan yang tercakup dalam suatu program secara signifikan atau ketika terdapat perubahan ketentuan dalam program imbalan pasti yang menyebabkan bagian yang material dari jasa masa depan, karyawan tidak lagi memberikan imbalan atau memberikan imbalan yang lebih rendah.

Program imbalan pasti yang diselenggarakan oleh Grup meliputi pensiun imbalan pasti dan kewajiban imbalan pasti berdasarkan Undang-Undang ("UU") Ketenagakerjaan No. 13/2003 atau Kontrak Kerja Bersama ("KKB"), mana yang lebih tinggi.

**ii. Program iuran pasti**

Program iuran pasti merupakan program imbalan pasca kerja, dimana entitas membayar iuran tetap kepada suatu entitas terpisah dan tidak memiliki kewajiban hukum ataupun konstruktif untuk membayar iuran lebih lanjut. Kewajiban untuk membayar iuran secara reguler merupakan biaya imbalan kerja karyawan untuk tahun dimana jasa diberikan oleh karyawan.

**iii. Imbalan kerja jangka panjang lainnya**

Karyawan Grup memiliki hak untuk menerima penghargaan masa kerja untuk jangka waktu tertentu dalam bentuk kas dalam jumlah tertentu atau barang, yang disebut Ulang Tahun Dinas ("UTD") atau cuti berimbang jangka panjang ("cuti besar") dalam bentuk jumlah hari cuti berdasarkan periode jasa yang dipersyaratkan.

Kewajiban terkait dengan UTD dihitung oleh aktuaris independen dengan menggunakan metode *projected unit credit* dan dibayarkan pada saat karyawan mencapai UTD tertentu selama masa kerjanya.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**s. Employee benefits (continued)**

**i. Defined benefit plans (continued)**

Gains and losses on curtailment are recognized when there is a commitment to make a material reduction in the number of employees covered by a plan or when there is an amendment of defined benefit plan terms such as that a material element of future services to be provided by current employees will no longer qualify for benefits, or will qualify only for reduced benefits.

The defined benefit plans provided by the Group cover defined benefit pension and defined benefit obligation under Labour Law No. 13/2003 ("Labour Law") or the Collective Labour Agreement (the "CLA"), whichever is higher.

**ii. Defined contribution plans**

A defined contribution plan is a post-employment benefit plan under which the entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for the regular contributions constitute employee benefit costs for the year during which services are rendered by employees.

**iii. Other long-term benefits**

Employees of the Group are entitled to receive long service awards, namely Ulang Tahun Dinas ("UTD") in the form of certain cash awards or goods and long-service paid leave ("LSL") in the form of a certain number of days of leave benefits based on the length of service requirements.

The obligation with respect to UTD is calculated by an independent actuary using the projected unit credit method, and paid at the time the employees reach certain anniversary dates during employment.

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(lanjutan)

**s. Imbalan kerja (lanjutan)**

**iii. Imbalan kerja jangka panjang lainnya**  
(lanjutan)

Cuti besar merupakan imbalan sejumlah hari cuti tertentu, yang tergantung pada persetujuan manajemen, diberikan kepada karyawan yang telah memenuhi persyaratan jumlah tahun memberikan jasa.

Biaya jasa lalu dan keuntungan atau kerugian aktuarial yang timbul dari penyesuaian akibat perbedaan antara asumsi aktuarial dan kenyataan dan perubahan asumsi-asumsi aktuarial dibebankan secara langsung ke laba rugi.

**t. Mata uang**

**i. Mata uang fungsional dan penyajian**

Pos-pos dalam laporan keuangan konsolidasian dari setiap entitas dalam Grup diukur dalam mata uang pada lingkungan ekonomi utama dimana entitas beroperasi ("mata uang fungsional"). Laporan keuangan konsolidasian disajikan dalam Rupiah, yang merupakan mata uang fungsional dan penyajian Grup.

**ii. Transaksi dan saldo dalam mata uang asing**

Transaksi dalam mata uang selain mata uang Rupiah dijabarkan menjadi mata uang Rupiah dengan menggunakan kurs yang berlaku pada tanggal transaksi.

Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke mata uang Rupiah dengan kurs tengah Bank Indonesia yang berlaku pada tanggal tersebut. Kurs yang digunakan untuk mata uang asing utama adalah sebagai berikut (nilai penuh):

	<b>31 Desember/ December 31, 2020</b>	<b>31 Desember/ December 31, 2019</b>
Dolar AS ("AS\$")	14.105	13.901
Dolar Singapura ("SG\$")	10.644	10.321
Euro ("€")	17.330	15.589

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**s. Employee benefits (continued)**

**iii. Other long-term benefits (continued)**

LSL is a certain number of days leave benefit, subject to approval by management, provided to employees who have met the requisite number of years of service.

Past service cost and actuarial gains or losses arising from experience adjustments and changes in actuarial assumptions are charged immediately to profit or loss.

**t. Currency**

**i. Functional and presentation currency**

Items included in the consolidated financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The consolidated financial statements are presented in Rupiah, which is the Group's functional and presentation currency.

**ii. Transactions and balances in foreign currencies**

Transactions denominated in currencies other than Rupiah are converted into Rupiah at the rates prevailing as of the date of the transaction.

At the reporting date, monetary assets and monetary liabilities denominated in foreign currencies are translated into Rupiah using the Bank of Indonesia middle rate prevailing as of that date. The exchange rates of the major foreign currencies used are as follows (full amount):

US Dollar ("US\$")
Singapore Dollar ("SG\$")
Euro ("€")



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**t. Mata uang (lanjutan)**

**ii. Transaksi dan saldo dalam mata uang asing (lanjutan)**

Keuntungan atau kerugian dari selisih kurs, yang sudah terealisasi maupun yang belum, baik yang berasal dari transaksi dalam mata uang asing maupun penjabaran aset dan liabilitas moneter dibebankan dalam laba rugi, kecuali jika ditangguhkan dalam penghasilan komprehensif lain sebagai lindung nilai arus kas dan lindung nilai investasi neto yang memenuhi syarat.

**u. Perpajakan**

Pajak final

Peraturan perpajakan di Indonesia mengatur beberapa jenis penghasilan dikenakan pajak yang bersifat final. Pajak final yang dikenakan atas nilai bruto transaksi tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian.

Grup menyajikan beban pajak final atas pendapatan dari jasa penyewaan ruangan kantor dan tongkang serta penjualan bahan bakar sebagai pos tersendiri, sementara beban pajak final atas penghasilan bunga disajikan sebagai bagian dari "lain-lain - neto" dalam laba rugi.

Pajak kini

Aset dan liabilitas pajak kini untuk periode berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan.

Beban pajak kini ditentukan berdasarkan estimasi penghasilan kena pajak periode berjalan yang dihitung berdasarkan tarif pajak yang berlaku.

Kekurangan pembayaran pajak penghasilan dicatat sebagai bagian dari beban pajak kini dalam laba rugi. Grup juga menyajikan bunga/denda, jika ada, sebagai bagian dari beban pajak kini.

Koreksi terhadap liabilitas perpajakan diakui pada saat surat ketetapan pajak diterima atau, jika diajukan keberatan, pada saat keputusan atas keberatan ditetapkan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**t. Currency (continued)**

**ii. Transactions and balances in foreign currencies (continued)**

Realized or unrealized foreign exchange gains or losses arising from transactions in foreign currency and from the translation of foreign currency monetary assets and liabilities are recognized in profit or loss, except when deferred in other comprehensive income as qualifying cash flow hedges and qualifying net investment hedges.

**u. Taxation**

Final tax

Tax regulation in Indonesia determined that certain income is subject to final tax. Final tax applied to the gross value of transactions is applied even when the parties carrying the transaction are recognizing losses.

The Group presents final tax expense on revenues arising from rental of office space and barges and sales of fuel as a separate line item, while final tax expense on interest income is presented as part of "others - net" in profit or loss.

Current tax

Current tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authority.

Current tax expense is determined based on the estimated taxable income for the period computed using the prevailing tax rates.

Underpayment of income tax are presented as part of current tax expense in profit or loss. The Group also presented interest/penalty, if any, as part of current tax expense.

Amendments to tax obligations are recorded when a tax assessment letter is received or, if appealed against, when the result of the appeal is determined.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN**  
(lanjutan)

**u. Perpajakan (lanjutan)**

Pajak tangguhan

Aset dan liabilitas pajak tangguhan diakui menggunakan metode liabilitas atas konsekuensi pajak pada masa mendatang yang timbul dari perbedaan jumlah tercatat aset dan liabilitas menurut laporan keuangan konsolidasian dengan dasar pengenaan pajak aset dan liabilitas pada setiap tanggal pelaporan. Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer kena pajak dan aset pajak tangguhan diakui untuk semua perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal, sepanjang besar kemungkinan perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal tersebut dapat dimanfaatkan untuk mengurangi penghasilan kena pajak pada masa depan.

Jumlah tercatat aset pajak tangguhan ditelaah ulang pada akhir setiap periode pelaporan dan diturunkan apabila penghasilan kena pajak mungkin tidak memadai untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan tersebut. Pada akhir setiap periode pelaporan, Grup menilai kembali aset pajak tangguhan yang tidak diakui. Grup mengakui aset pajak tangguhan yang sebelumnya tidak diakui apabila besar kemungkinan bahwa penghasilan kena pajak pada masa depan akan tersedia untuk pemulihannya.

Pajak tangguhan dihitung dengan menggunakan tarif pajak yang berlaku atau secara substansial telah berlaku pada tanggal pelaporan. Perubahan nilai tercatat aset dan liabilitas pajak tangguhan yang disebabkan oleh perubahan tarif pajak dibebankan pada laba rugi periode berjalan, kecuali untuk transaksi-transaksi yang sebelumnya telah langsung dibebankan atau dikreditkan ke ekuitas.

Aset dan liabilitas pajak tangguhan disajikan secara saling hapus dalam laporan posisi keuangan konsolidasian, kecuali aset dan liabilitas pajak tangguhan untuk entitas yang berbeda, sesuai dengan penyajian aset dan liabilitas pajak kini.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**u. Taxation (continued)**

Deferred tax

*Deferred tax assets and liabilities are recognized using the liability method for the future tax consequences attributable to differences between the carrying amounts of existing assets and liabilities in the consolidated financial statements and their respective tax bases at each reporting date. Deferred tax liabilities are recognized for all taxable temporary differences and deferred tax assets are recognized for all deductible temporary differences and accumulated fiscal losses to the extent that it is probable that taxable income will be available in future years against which the deductible temporary differences and accumulated fiscal losses can be utilized.*

*The carrying amount of a deferred tax asset is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable income will be available to allow the benefit of part or all of that deferred tax asset to be utilized. At the end of each reporting period, the Group reassesses unrecognized deferred tax assets. The Group recognizes a previously unrecognized deferred tax assets to the extent that it has become probable that future taxable income will allow the deferred tax assets to be recovered.*

*Deferred tax is calculated at the tax rates that have been enacted or substantively enacted at the reporting date. Changes in the carrying amount of deferred tax assets and liabilities due to a change in tax rates are charged to current period profit or loss, except to the extent that they relate to items previously charged or credited to equity.*

*Deferred tax assets and liabilities are offset in the consolidated statement of financial position, except if they are for different legal entities, consistent with the presentation of current tax assets and liabilities.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN**  
**(lanjutan)**

**v. Segmen operasi**

Segmen operasi adalah suatu komponen dari Grup yang melaksanakan aktivitas bisnis dimana komponen tersebut memperoleh pendapatan dan menimbulkan beban, termasuk pendapatan yang diperoleh dan beban yang timbul dari transaksi dengan komponen lain dalam Grup yang sama.

Hasil operasi dari segmen operasi tersebut, dimana tersedia informasi keuangan terpisah untuk segmen tersebut, dikaji ulang secara reguler oleh Pengambil Keputusan Operasional ("PKO") untuk mengambil keputusan mengenai pengalokasian sumber daya dan untuk menilai kinerja segmen operasi. PKO Grup adalah Direksi.

Kinerja segmen yang dilaporkan kepada Direksi meliputi unsur-unsur yang dapat diatribusikan secara langsung kepada segmen operasi tersebut serta yang dapat dialokasikan secara andal.

Pelaporan segmen primer atas informasi keuangan disajikan berdasarkan bisnis utama dari setiap segmen yang dilaporkan. Pelaporan segmen sekunder ditentukan berdasarkan kelompok pelanggan.

**w. Laba per saham**

Laba per saham dihitung dengan membagi laba periode berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham yang beredar sepanjang tahun berjalan.

**x. Biaya emisi saham**

Biaya langsung yang berkaitan dengan penerbitan saham baru disajikan dalam akun "tambahan modal disetor" sebagai pengurang, setelah dikurangi pajak, dari jumlah yang diterima.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**v. Operating segments**

*An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with other components within the Group.*

*The operating results of the operating segments, for which discrete financial information is available, are reviewed regularly by the Chief Operating Decision Maker ("CODM") to make decisions about resource allocation and to assess performance. The Group's CODM are the Directors.*

*Segment results that are reported to the Directors include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.*

*The primary segment reporting of financial information is presented based on the core business of each of the reporting segments. The secondary segment reporting is defined based on customer grouping.*

**w. Earnings per share**

*Earnings per share are calculated by dividing the profit for the period attributable to owners of the parent by the weighted average number of shares outstanding during the year.*

**x. Shares issuance cost**

*Costs directly attributable to the issuance of new shares are shown in "additional paid-in-capital" account as a deduction, net of tax, from the proceeds.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN (lanjutan)**

**y. Standar akuntansi yang telah disahkan namun belum berlaku efektif**

Standar akuntansi dan interpretasi yang telah disahkan oleh Dewan Standar Akuntansi Keuangan (DSAK), tetapi belum berlaku efektif untuk laporan keuangan periode berjalan diungkapkan di bawah ini. Grup bermaksud untuk menerapkan standar tersebut, jika dipandang relevan, saat telah menjadi efektif.

- Amendemen PSAK No.22: Kombinasi Bisnis, berlaku efektif 1 Januari 2021

Standar akuntansi dan interpretasi yang telah disahkan oleh Dewan Standar Akuntansi Keuangan (DSAK), tetapi belum berlaku efektif untuk laporan keuangan tahun berjalan diungkapkan di bawah ini. Grup bermaksud untuk menerapkan standar tersebut, jika dipandang relevan, saat telah menjadi efektif.

**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI SIGNIFIKAN**

Penyusunan laporan keuangan konsolidasian sesuai dengan Standar Akuntansi Keuangan di Indonesia mewajibkan manajemen untuk membuat estimasi dan asumsi yang mempengaruhi jumlah-jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan liabilitas kontinjensi pada tanggal pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian nilai tercatat aset dan liabilitas dalam periode pelaporan berikutnya.

Manajemen berkeyakinan bahwa pengungkapan berikut telah mencakup ikhtisar pertimbangan, estimasi dan asumsi signifikan yang dibuat oleh manajemen, yang berpengaruh terhadap jumlah-jumlah yang dilaporkan serta pengungkapan dalam laporan keuangan konsolidasian.

**a. Pertimbangan**

Pertimbangan-pertimbangan berikut dibuat oleh manajemen dalam proses penerapan kebijakan akuntansi Grup yang memiliki dampak yang paling signifikan terhadap jumlah-jumlah yang diakui dalam laporan keuangan konsolidasian:

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**y. Accounting standards issued but not yet effective**

The standards and interpretations that are issued by the Indonesian Financial Accounting Standards Board (DSAK), but not yet effective for current financial statements are disclosed below. The Group intends to adopt these standard, if applicable, when they become effective.

- Amendments to PSAK No.22: Business Combination, effective January 1, 2021.

The standards and interpretations that are issued by the Indonesian Financial Accounting Standards Board (DSAK), but not yet effective for current financial statements are disclosed below. The Group intends to adopt these standards, if applicable, when they become effective.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS**

The preparation of consolidated financial statements, in conformity with Indonesian Financial Accounting Standards, requires management to make judgments of estimations and assumptions that affect the amounts reported on income, expenses, assets and liabilities and disclosures of contingent liabilities at the reporting date. The estimation uncertainty may cause adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Management believes that the following represent a summary of the significant judgements, estimates and assumptions made that affected certain reported amounts and disclosures in the consolidated financial statements.

**a. Judgements**

The following judgements, made by management in the process of applying the Group's accounting policies, have the most significant effects on the amounts recognized in the consolidated financial statements:

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI SIGNIFIKAN (lanjutan)**

**a. Pertimbangan (lanjutan)**

Penentuan mata uang fungsional

Mata uang fungsional Perusahaan dan entitas anaknya adalah mata uang dari lingkungan ekonomi utama dimana setiap entitas beroperasi. Mata uang tersebut adalah mata uang yang terutama mempengaruhi pendapatan dan beban dari jasa yang diberikan.

Klasifikasi aset keuangan dan liabilitas keuangan

Grup menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan apakah definisi yang ditetapkan PSAK No. 71 dipenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Grup seperti diungkapkan pada Catatan 2h.

Tagihan restitusi pajak dan keberatan atas hasil pemeriksaan pajak

Berdasarkan peraturan perpajakan yang berlaku saat ini, manajemen mempertimbangkan apakah jumlah tagihan restitusi pajak yang dicatat dalam akun pajak dibayar di muka dapat dipulihkan dan direstitusi oleh Kantor Pajak.

**b. Estimasi dan asumsi**

Asumsi utama mengenai masa depan dan sumber utama lain dalam mengestimasi ketidakpastian pada tanggal pelaporan yang mempunyai risiko signifikan yang dapat menyebabkan penyesuaian material terhadap jumlah tercatat aset dan liabilitas dalam periode pelaporan berikutnya diungkapkan di bawah ini. Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia saat laporan keuangan konsolidasian disusun. Kondisi yang ada dan asumsi mengenai perkembangan masa depan dapat berubah karena perubahan situasi pasar yang berada di luar kendali Grup. Perubahan tersebut tercermin dalam asumsi ketika keadaan tersebut terjadi.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)**

**a. Judgements (continued)**

Determination of functional currency

The functional currency of the Company and its subsidiaries is the currency of the primary economic environment in which each entity operates. It is the currency that mainly influences the revenue and cost of rendering services.

Classification of financial assets and financial liabilities

The Group determines the classification of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the definition set forth in PSAK No. 71. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Group's accounting policies disclosed in Note 2h.

Claims for tax refund and tax assessments under appeal

Based on tax regulations currently enacted, the management judges if the amounts of claims for tax refund recorded under prepaid taxes account are recoverable from and refundable by the Tax Office.

**b. Estimates and assumptions**

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are disclosed below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes on circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI**  
**AKUNTANSI SIGNIFIKAN (lanjutan)**

**b. Estimasi dan asumsi (lanjutan)**

Penurunan nilai aset keuangan

Sebelum 1 Januari 2020

Grup mengevaluasi akun-akun tertentu yang diketahui bahwa beberapa pelanggannya tidak dapat memenuhi liabilitas keuangannya. Dalam hal tersebut, Grup mempertimbangkan berdasarkan fakta dan situasi yang tersedia, termasuk namun tidak terbatas pada, jangka waktu hubungan dengan pelanggan dan status kredit pelanggan berdasarkan catatan kredit dari pihak ketiga dan faktor pasar yang telah diketahui untuk mencatat provisi spesifik atas pelanggan terhadap jumlah terutang guna mengurangi jumlah piutang yang diharapkan dapat diterima oleh Grup. Provisi spesifik ini dievaluasi kembali dan disesuaikan jika tambahan informasi yang diterima mempengaruhi jumlah cadangan kerugian penurunan nilai atas piutang usaha.

Setelah 1 Januari 2020

Grup menggunakan matriks provisi untuk menghitung ECL atas piutang usaha. Tarif provisi didasarkan pada hari yang lewat jatuh tempo untuk mengelompokkan pelanggan ke segmen yang memiliki pola kerugian serupa. Matriks provisi awalnya berdasarkan tarif default yang diamati Perusahaan secara historis. Grup akan mengkalibrasi matriks tersebut untuk menyesuaikan pengalaman kerugian kredit historis dengan informasi kedepan. Misalnya, jika prakiraan kondisi ekonomi diperkirakan memburuk selama tahun depan yang dapat menyebabkan peningkatan jumlah default di sektor usaha Grup, tingkat default historis disesuaikan. Pada setiap tanggal pelaporan, tarif *default* yang diamati secara historis diperbarui dan perubahan dalam estimasi ke depan dianalisa kembali.

Penilaian korelasi antara tingkat default yang dapat diamati secara historis, taksiran kondisi ekonomi dan ECL adalah estimasi yang signifikan. Jumlah ECL sensitif terhadap perubahan keadaan dan taksiran kondisi ekonomi. Pengalaman kerugian kredit historis Grup dan perkiraan kondisi ekonomi mungkin juga tidak mewakili aktual *default* pelanggan yang sebenarnya di masa depan.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,**  
**ESTIMATES AND ASSUMPTIONS (continued)**

**b. Estimates and assumptions (continued)**

Impairment of financial assets

Before January 1, 2020

The Group evaluates specific accounts where it has information that certain customers are unable to meet their financial obligations. In these cases, the Group uses judgment based on the best available facts and circumstances, including but not limited to, the length of its relationship with the customer and the customer's current credit status based on third party credit reports and known market factors to record specific provisions for customers against amounts due to reduce its receivable amounts that the Group is expected to collect. These specific provisions are re-evaluated and adjusted as additional information received affects the amounts of allowance for impairment losses on trade receivables.

After January 1, 2020

The Group uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns. The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions are expected to deteriorate over the next year which can lead to an increased number of defaults in the Group's industry sector, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

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**AKUNTANSI SIGNIFIKAN (lanjutan)**

**b. Estimasi dan asumsi (lanjutan)**

Penyusutan, estimasi nilai sisa dan masa manfaat aset tetap dan properti investasi

Masa manfaat aset tetap dan properti investasi Grup diestimasi berdasarkan jangka waktu aset tersebut diperkirakan dapat digunakan. Estimasi tersebut didasarkan pada penilaian kolektif berdasarkan bidang usaha yang sama, evaluasi teknis internal dan pengalaman terhadap aset sejenis. Taksiran masa manfaat setiap aset ditelaah secara berkala dan diperbarui jika estimasi berbeda dari perkiraan sebelumnya yang disebabkan karena pemakaian, usang secara teknis atau komersial serta keterbatasan hak atau pembatasan lainnya terhadap penggunaan aset.

Hasil operasi di masa mendatang mungkin dapat terpengaruh secara signifikan oleh perubahan dalam waktu dan biaya yang terjadi karena perubahan yang disebabkan oleh faktor-faktor yang disebutkan di atas. Penurunan taksiran masa manfaat ekonomis setiap aset tetap dan properti investasi akan menyebabkan kenaikan beban penyusutan dan penurunan nilai tercatat aset tetap dan properti investasi.

Penyusutan aset hak-guna

Biaya perolehan aset hak-guna disusutkan dengan metode garis lurus berdasarkan taksiran masa manfaat ekonomisnya. Manajemen mengestimasi masa manfaat ekonomis aset hak-guna antara 2 (dua) sampai dengan 10 (sepuluh) tahun, yang merupakan umur yang secara umum diharapkan dalam industri dimana Grup menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat mempengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan masa depan mungkin direvisi.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,**  
**ESTIMATES AND ASSUMPTIONS (continued)**

**b. Estimates and assumptions (continued)**

Depreciation, estimate of residual values and useful lives of fixed assets and investment properties

The useful lives of the Group's fixed assets and investment properties are estimated based on the period over which the assets are expected to be available for use. Such estimation is based on a collective assessment of similar businesses, internal technical evaluations and experience with similar assets. The estimated useful life of each asset is reviewed periodically and updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the asset.

It is possible, however, that future results of operations could be materially affected by changes in the amounts and timing of recorded expenses brought about by changes in the factors mentioned above. A reduction in the estimated useful life of any item of fixed assets and investment properties would increase the recorded depreciation and decrease the carrying values of fixed assets and investment properties.

Depreciation of right-of-use assets

The costs of right-of-use assets are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these leased assets to be within 2 (two) to 10 (ten) years. These are common life expectancies applied in the industries where the Group conducts its businesses. Changes in the expected level of usage could impact the economic useful lives and the residual values of these assets, and therefore future depreciation charges could be revised.

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**b. Estimasi dan asumsi (lanjutan)**

Beban akrual untuk bonus

Beban akrual untuk bonus merupakan biaya untuk manfaat karyawan yang terdiri dari purna jabatan, bonus kinerja dan insentif karyawan. Biaya yang masih harus dibayar tersebut didasarkan pada metode perhitungan yang disetujui manajemen dimana tergantung pengukuran kinerja keuangan maupun nonkeuangan. Manajemen mengestimasi jumlah yang harus diakui berdasarkan pada informasi pendukung yang ada pada tanggal pelaporan. Jumlahnya dapat berubah apabila pengukuran kinerja keuangan dan nonkeuangan difinalisasi.

Imbalan kerja

Penentuan liabilitas imbalan kerja Grup bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji, tingkat kematian, usia pensiun dan tingkat pengunduran diri. Hasil aktual yang berbeda dari asumsi yang ditetapkan Grup diakui dalam penghasilan komprehensif lain. Sementara Grup berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktual atau perubahan signifikan dalam asumsi yang ditetapkan Grup dapat mempengaruhi secara material liabilitas imbalan kerja dan beban imbalan kerja neto yang diakui dalam laba rugi dan penghasilan komprehensif lain.

Beban pajak kini

Grup mengakui beban pajak kini berdasarkan estimasi penghasilan kena pajak periode berjalan yang dihitung berdasarkan tarif pajak yang berlaku.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,**  
**ESTIMATES AND ASSUMPTIONS (continued)**

**b. Estimates and assumptions (continued)**

Accrued expense for bonuses

Accrued expense for bonuses represents expenses from payment of employee benefits which consist of post-employee bonuses, performance bonuses and employee incentives. The accrual is based on a formula that was agreed by management and which depends on financial and non-financial performance measurements. Management estimates the amount based on the existing supporting information at the reporting date. The amount may change after if the actual financial and non-financial measurements of performance are finalized.

Employee benefits

The determination of the Group's employee benefits liability is dependent on its selection of certain assumptions used by the independent actuaries in calculating such amounts. Those assumptions include among others, discount rates, salary increase rate, mortality rate, retirement age and resignation rate. Actual results that differ from the Group's assumptions are recognized in other comprehensive income. While the Group believes that its assumptions are reasonable and appropriate, significant differences in the Group actual results or significant changes in the Group's assumptions may materially affect its estimated liabilities for employee benefits and net employee benefits expense recognized in profit or loss and other comprehensive income.

Current tax expense

The Group recognizes current tax expense based on the estimated taxable income for the period computed using the prevailing tax rates.



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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI**  
**AKUNTANSI SIGNIFIKAN (lanjutan)**

**b. Estimasi dan asumsi (lanjutan)**

Aset pajak tangguhan

Aset pajak tangguhan diakui untuk semua perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal, sepanjang besar kemungkinan perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal tersebut dapat dimanfaatkan untuk mengurangi penghasilan kena pajak pada masa depan. Estimasi signifikan oleh manajemen disyaratkan dalam menentukan total aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak serta strategi perencanaan pajak masa depan.

**4. KAS DAN SETARA KAS**

Kas dan setara kas terdiri dari:

	31 Desember/December 31	
	2020	2019
<b>Kas</b>	1.958	2.256
<b>Bank</b>		
Rupiah		
Pihak berelasi (Catatan 32a)		
PT Bank Mandiri (Persero) Tbk	260.923	253.024
PT Bank Rakyat Indonesia (Persero) Tbk	121.964	92.095
PT Bank Rakyat Indonesia Syariah	95.330	2.468
PT Bank Negara Indonesia (Persero) Tbk	65.391	160.833
PT Bank BNI Syariah	3.393	1.677
PT Bank Syariah Mandiri	656	620
	547.657	510.717
Pihak ketiga		
PT Bank Maybank Indonesia Tbk	29.087	32.781
PT Bank Maspion Indonesia	1.896	-
PT Bank UOB Indonesia	1.230	1.224
PT OK Bank Indonesia	1.028	-
PT Bank Central Asia Tbk	-	1.802
Lain-lain (masing-masing di bawah Rp1.000)	2.666	2.561
	35.907	38.368
Subtotal	583.564	549.085

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)**

**b. Estimates and assumptions (continued)**

Deferred tax assets

Deferred tax assets are recognized for all deductible temporary differences and accumulated fiscal losses to the extent that it is probable that taxable income will be available in future years against which the deductible temporary differences and accumulated fiscal losses can be utilized. Significant management estimates are required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of the future taxable income together with future tax planning strategies.

**4. CASH AND CASH EQUIVALENTS**

Cash and cash equivalents consist of:

<b>Cash on hand</b>
<b>Cash in banks</b>
Rupiah
Related parties (Note 32a)
PT Bank Mandiri (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Rakyat Indonesia Syariah
PT Bank Negara Indonesia (Persero) Tbk
PT Bank BNI Syariah
PT Bank Syariah Mandiri
Third parties
PT Bank Maybank Indonesia Tbk
PT Bank Maspion Indonesia
PT Bank UOB Indonesia
PT OK Bank Indonesia
PT Bank Central Asia Tbk
Others (each below Rp1,000)
Sub-total

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**4. KAS DAN SETARA KAS (lanjutan)**

Kas dan setara kas terdiri dari: (lanjutan)

**4. CASH AND CASH EQUIVALENTS (continued)**

Cash and cash equivalents consist of: (continued)

	31 Desember/December 31		
	2020	2019	
Dolar AS			US Dollar
Pihak berelasi (Catatan 32a)			Related parties (Note 32a)
PT Bank Mandiri (Persero) Tbk	32.303	15.775	PT Bank Mandiri (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	20.434	193.909	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	2.049	4.062	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Rakyat Indonesia Agroniaga Tbk	1.745	1.717	PT Bank Rakyat Indonesia Agroniaga Tbk
	<u>56.531</u>	<u>215.463</u>	
Pihak ketiga			Third parties
PT Bank Muamalat Indonesia Tbk	164.377	-	PT Bank Muamalat Indonesia Tbk
PT Bank Maybank Indonesia Tbk	-	25.188	PT Bank Maybank Indonesia Tbk
PT Bank ICBC Indonesia	3.791	2.702	PT Bank ICBC Indonesia
The Bank of Tokyo-Mitsubishi UFJ Ltd	3.661	3.622	The Bank of Tokyo-Mitsubishi UFJ Ltd
PT Bank Central Asia Tbk	3.141	2.021	PT Bank Central Asia Tbk
PT Bank ANZ Indonesia	2.936	2.886	PT Bank ANZ Indonesia
PT Bank Mizuho Indonesia	1.822	2.024	PT Bank Mizuho Indonesia
PT Bank UOB Indonesia	1.787	3.069	PT Bank UOB Indonesia
PT Bank BTPN Tbk	1.564	3.451	PT Bank BTPN Tbk
PT Bank CTBC Indonesia	1.043	1.027	PT Bank CTBC Indonesia
Lain-lain (masing-masing di bawah Rp1.000)	692	832	Others (each below Rp1,000)
	<u>184.814</u>	<u>46.822</u>	
Subtotal	<u>241.345</u>	<u>262.285</u>	Sub-total
Total bank	<u>824.909</u>	<u>811.370</u>	Total cash in banks
<b>Call deposit dan deposito berjangka</b>			<b>Call deposits and time deposits</b>
Rupiah			Rupiah
Pihak berelasi (Catatan 32a)			Related parties (Note 32a)
PT Bank Rakyat Indonesia Syariah	355.000	-	PT Bank Rakyat Indonesia Syariah
PT Bank Mandiri Taspen	20.000	-	PT Bank Mandiri Taspen
PT Bank BNI Syariah	10.000	10.000	PT Bank BNI Syariah
PT Bank Jawa Barat Tbk	10.000	-	PT Bank Jawa Barat Tbk
PT Bank BTPN Syariah	10.000	-	PT Bank BTPN Syariah
PT Bank Rakyat Indonesia (Persero) Tbk	-	17.496	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Tabungan Negara (Persero) Tbk	-	9.000	PT Bank Tabungan Negara (Persero) Tbk
	<u>405.000</u>	<u>36.496</u>	
Pihak ketiga			Third parties
PT Bank UOB Indonesia	-	3.000	PT Bank UOB Indonesia
PT Bank BTPN Tbk	-	3.000	PT Bank BTPN Tbk
	<u>-</u>	<u>6.000</u>	
Total call deposit dan deposito berjangka	<u>405.000</u>	<u>42.496</u>	Total call deposits and time deposits
<b>Total</b>	<b><u>1.231.867</u></b>	<b><u>856.122</u></b>	<b>Total</b>

Tingkat suku bunga tahunan call deposit dan deposito berjangka sebesar 3,30% - 6,17% dan 4,80% - 7,02% masing-masing untuk tahun 2020 dan 2019.

Annual interest rates on call deposits and time deposits are 3.30% - 6.17% and 4.80% - 7.02% for 2020 and 2019, respectively.

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**5. PIUTANG USAHA**

Rincian piutang usaha berdasarkan pelanggan adalah sebagai berikut:

	31 Desember/December 31		
	2020	2019	
Pihak berelasi (Catatan 32b)			Related parties (Note 32b)
Difakturkan	258.194	486.990	Billed
Belum difakturkan	1.660.599	1.360.945	Unbilled
	1.918.793	1.847.935	
Penyisihan penurunan nilai	(12.284)	(12.270)	Allowance for impairment
Piutang usaha pihak berelasi - neto	1.906.509	1.835.665	Trade receivables related parties - net
Pihak ketiga			Third parties
Difakturkan	302.528	252.015	Billed
Belum difakturkan	96.472	150.940	Unbilled
	399.000	402.955	
Penyisihan penurunan nilai	(155.355)	(148.662)	Allowance for impairment
Piutang usaha pihak ketiga - neto	243.645	254.293	Trade receivables third parties - net

Rincian piutang usaha berdasarkan mata uang adalah sebagai berikut:

	31 Desember/December 31		
	2020	2019	
Rupiah	1.812.618	1.566.974	Rupiah
Dolar AS	504.906	683.655	US Dollar
Dolar Singapura	269	261	Singapore Dollar
Total	2.317.793	2.250.890	Total
Penyisihan penurunan nilai	(167.639)	(160.932)	Allowance for impairment
<b>Neto</b>	<b>2.150.154</b>	<b>2.089.958</b>	<b>Net</b>

Tabel berikut menyajikan analisis umur piutang usaha.

	31 Desember/December 31		
	2020	2019	
Belum jatuh tempo	1.821.701	1.522.730	Not yet overdue
Lewat jatuh tempo			Overdue
1-30 hari	221.685	517.874	1-30 days
31-60 hari	8.343	7.986	31-60 days
61-150 hari	36.619	27.293	61-150 days
Lebih dari 150 hari	229.445	175.007	Over 150 days
Total	2.317.793	2.250.890	Total
Penyisihan penurunan nilai	(167.639)	(160.932)	Allowance for impairment
<b>Neto</b>	<b>2.150.154</b>	<b>2.089.958</b>	<b>Net</b>

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**5. PIUTANG USAHA (lanjutan)**

Piutang individual yang diturunkan nilainya disebabkan karena faktor-faktor yang mempengaruhi kolektibilitas, antara lain kemungkinan kesulitan likuiditas atau keuangan yang dialami oleh debitur atau penundaan pembayaran yang signifikan.

Mutasi penyisihan penurunan nilai untuk tahun 2020 dan 2019 adalah sebagai berikut:

	31 Desember/December 31	
	2020	2019
Saldo awal	160.932	152.056
Penyesuaian saldo awal atas penerapan PSAK 71	(632)	-
Penyisihan	7.863	12.324
Selisih kurs	(524)	(3.448)
<b>Saldo akhir</b>	<b>167.639</b>	<b>160.932</b>

Manajemen berkeyakinan bahwa penyisihan penurunan nilai cukup untuk menutup kemungkinan kerugian yang timbul dari tidak tertagihnya piutang usaha (Catatan 37c).

Pada tanggal 31 Desember 2020, tidak terdapat piutang usaha yang digunakan sebagai jaminan.

**5. TRADE RECEIVABLES (continued)**

The individually-impaired receivables are mainly due to factors that may affect collectability, such as probability of insolvency or significant financial difficulties of the debtor or significant delay in payments.

The movements in the allowance for impairment in 2020 and 2019 are as follows:

Beginning balances
Adjustments on beginning balance from the adoption of PSAK 71
Allowance
Foreign exchange differences
<b>Ending balances</b>

Management believes that the allowance for impairment is adequate to cover possible losses that may arise from the uncollectability of trade receivables (Note 37c).

As of December 31, 2020, there is no trade receivables used as collateral.

**6. ASET KEUANGAN LANCAR LAINNYA**

Aset keuangan lancar lainnya terdiri dari:

	31 Desember/ December 31, 2020	31 Desember/ December 31, 2019
Pihak ketiga:		
Piutang lain-lain	16.590	17.711
Penyisihan penurunan nilai	(13.220)	(13.083)
Neto	3.370	4.628
Pihak berelasi (Catatan 32c):		
Piutang lain - lain	15.344	-
Piutang sewa pembiayaan - bagian lancar	29.613	30.496
Neto	44.957	30.496
<b>Total</b>	<b>48.327</b>	<b>35.124</b>

Pada tanggal 31 Desember 2020 dan 2019, piutang lain-lain pihak ketiga dan pihak berelasi terutama merupakan klaim asuransi aset tetap.

**6. OTHER CURRENT FINANCIAL ASSETS**

Other current financial assets consist of:

Third parties:
Other receivables
Allowance for impairment
Net
Related parties (Note 32c):
Other receivables
Finance lease receivable - current portion
Net
<b>Total</b>

On December 31 2020 and 2019, other receivables from third parties and related parties mainly from insurance claim for fixed assets.

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**6. ASET KEUANGAN LANCAR LAINNYA (lanjutan)**

Mutasi penyisihan penurunan nilai untuk tahun 2020 dan 2019 adalah sebagai berikut:

	31 Desember/December 31	
	2020	2019
Saldo awal	13.083	13.473
Selisih kurs	137	(390)
<b>Saldo akhir</b>	<b>13.220</b>	<b>13.083</b>

Manajemen berkeyakinan bahwa penyisihan penurunan nilai cukup untuk menutup kemungkinan kerugian yang timbul dari tidak terpulihkannya aset keuangan lancar lainnya.

Penghasilan bunga dari sewa pembiayaan untuk tahun 2020 dan 2019 masing-masing sebesar Rp26.673 dan Rp17.765.

**6. OTHER CURRENT FINANCIAL ASSETS (continued)**

The movements in the allowance for impairment in 2020 and 2019 are as follows:

*Beginning balances*  
*Foreign exchange differences*  
**Ending balances**

Management believes that the allowance for impairment is adequate to cover possible losses that may arise from the unrecoverability of other current financial assets.

Interest income from finance leases in 2020 and 2019 amounted to Rp26,673 and Rp17,765, respectively.

**7. PERSEDIAAN**

Persediaan terdiri dari:

	31 Desember/December 31	
	2020	2019
Barang kebutuhan proyek	148.008	139.559
Barang dagangan	81.760	46.474
Barang dalam proses	49.817	27.296
Barang jadi	3.298	6.708
Bahan baku	15	15
Total	282.898	220.052
Penyisihan persediaan usang	(9.410)	(6.754)
<b>Neto</b>	<b>273.488</b>	<b>213.298</b>

Mutasi penyisihan persediaan usang untuk tahun 2020 dan 2019 adalah sebagai berikut:

	31 Desember/December 31	
	2020	2019
Saldo awal	6.754	20.263
Provisi tahun berjalan	2.656	1.000
Pemulihan tahun berjalan	-	(1.501)
Penjualan tahun berjalan	-	(13.008)
<b>Saldo akhir</b>	<b>9.410</b>	<b>6.754</b>

Manajemen berkeyakinan bahwa penyisihan persediaan usang cukup untuk menutup kemungkinan kerugian yang timbul dari penurunan nilai realisasi neto persediaan.

**7. INVENTORIES**

Inventories consist of:

*Project materials*  
*Merchandise inventories*  
*Work in progress*  
*Finished goods*  
*Raw materials*  
**Total**  
*Allowance for inventory obsolescence*  
**Net**

The movements in the allowance for inventory obsolescence in 2020 and 2019 are as follows:

*Beginning balances*  
*Provision during the year*  
*Recoveries during the year*  
*Sales during the year*  
**Ending balances**

Management believes that the allowance for inventory obsolescence is adequate to cover possible losses that may arise from a decline in the realizable value of inventories.

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**7. PERSEDIAAN (lanjutan)**

Biaya persediaan yang diakui sebagai beban dan termasuk dalam "beban pokok pendapatan" untuk tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019 masing-masing sebesar Rp1.558.259 dan Rp1.864.544 (Catatan 28).

Pada tanggal 31 Desember 2020 dan 2019, persediaan barang kebutuhan proyek telah diasuransikan terhadap semua risiko dengan nilai pertanggungan masing-masing sebesar Rp99.252 dan Rp88.737. Manajemen berkeyakinan bahwa asuransi tersebut telah memadai untuk menutup kerugian yang mungkin timbul atas persediaan yang dipertanggungkan.

Pada tanggal 31 Desember 2020 dan 2019, persediaan barang jadi, barang dalam proses dan bahan baku tidak diasuransikan karena manajemen menilai risiko kerugian adalah minimal.

Pada tanggal 31 Desember 2020 dan 2019, tidak terdapat persediaan yang digunakan sebagai jaminan.

**8. UANG MUKA**

Uang muka terdiri dari:

	31 Desember/December 31	
	2020	2019
<b>Lancar</b>		
Uang muka operasi	52.365	125.238
Lain-lain	4.623	4.741
<b>Total</b>	<b>56.988</b>	<b>129.979</b>
<b>Tidak lancar</b>		
Uang muka pembelian aset tetap	12.031	49.509

Uang muka operasi merupakan uang muka untuk sewa peralatan, pembelian suku cadang, bahan bakar dan biaya operasi lainnya.

**9. BIAYA DIBAYAR DI MUKA**

Biaya dibayar di muka terdiri dari:

	31 Desember/December 31	
	2020	2019
Asuransi	16.164	8.127
Sewa	4.784	12.179
Lain-lain	6.051	3.230
<b>Total</b>	<b>26.999</b>	<b>23.536</b>

**7. INVENTORIES (continued)**

The cost of inventories recognized as an expense and included in "cost of revenues" for the years ended December 31, 2020 and 2019 amounted to Rp1,558,259 and Rp1,864,544, respectively (Note 28).

As of December 31, 2020 and 2019, project materials are insured against all risks at a total insurance coverage amounting to Rp 99,252 and Rp88,737, respectively. Management believes that the insurance coverage is adequate to cover possible losses arising from the insured inventories.

As of December 31, 2020 and 2019, finished goods, work in progress and raw materials are not covered by insurance, as management has assessed the risk of loss as minimal.

As of December 31, 2020 and 2019, there is no inventory used as collateral.

**8. ADVANCES**

Advances consist of:

	Current
Advances for operation	
Others	
<b>Total</b>	
	<b>Non-current</b>
Advances for purchase of fixed assets	

Advances for operation mainly represent advances for rental of equipment, purchases of spare parts, fuel and other operating costs.

**9. PREPAID EXPENSES**

Prepaid expenses consist of:

	Insurance
Rent	
Others	
<b>Total</b>	

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**10. ASET KEUANGAN TIDAK LANCAR LAINNYA**

Aset keuangan tidak lancar lainnya terdiri dari:

	31 Desember/December 31	
	2020	2019
Pihak ketiga:		
Klaim atas deposito ke Bank Mega (Catatan 33a)	111.000	111.000
Bank yang dibatasi penggunaannya	31.256	25.872
	142.256	136.872
Penyisihan penurunan nilai	-	(5.707)
Neto	142.256	131.165
Pihak berelasi (Catatan 32d):		
Piutang sewa pembiayaan - bagian tidak lancar	325.629	333.788
<b>Total</b>	<b>467.885</b>	<b>464.953</b>

Penyisihan penurunan nilai terkait dengan efek perubahan nilai waktu uang atas klaim deposito ke PT Bank Mega Tbk (Catatan 33a). Mutasi penyisihan penurunan nilai adalah sebagai berikut:

	31 Desember/December 31	
	2020	2019
Saldo awal	5.707	7.082
Penyisihan (pemulihan)	(5.707)	(1.375)
<b>Saldo akhir</b>	<b>-</b>	<b>5.707</b>

Manajemen berkeyakinan bahwa penyisihan penurunan nilai cukup dengan mempertimbangkan estimasi waktu pembayaran klaim deposito tersebut.

**10. OTHER NON-CURRENT FINANCIAL ASSETS**

Other non-current financial assets consist of:

Third parties:
Claim of deposits to Bank Mega (Note 33a)
Restricted cash in banks
Allowance for impairment
Net
Related parties (Note 32d):
Finance lease receivables - non-current portion
<b>Total</b>

Allowance for impairment is related to the impact of time value of money from claim of deposits to PT Bank Mega Tbk (Note 33a). The movements in the allowance for impairment are as follows:

Beginning balance
Allowance (recovery)
<b>Ending balance</b>

Management believes that the allowance for impairment is adequate considering the estimated time of payment of the claim of deposits.

**11. INVESTASI PADA SAHAM**

**a. Investasi tersedia untuk dijual**

Rincian investasi tersedia untuk dijual adalah sebagai berikut:

	Persentase kepemilikan/ Percentage of ownership	
	2020	2019
PT Margaraya Jawa Tol	16,7%	16,7%
PT Bhakti Patra Nusantara	10,0%	10,0%
Total		
Penyisihan penurunan nilai		
<b>Neto</b>		

Investasi tersedia untuk dijual diturunkan nilainya terutama terkait dengan ketidakpastian atas pengembalian investasi.

**11. INVESTMENTS IN SHARES**

**a. Available-for-sale investments**

The details of available-for-sale investments are as follows:

	Jumlah tercatat/ Carrying amount	
	2020	2019
PT Margaraya Jawa Tol	36.827	36.827
PT Bhakti Patra Nusantara	960	960
Total	37.787	37.787
Penyisihan penurunan nilai	(37.787)	(37.787)
<b>Neto</b>	<b>-</b>	<b>-</b>

Available-for-sale investments are impaired mainly due to uncertainty of return on investment.

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**11. INVESTASI PADA SAHAM (lanjutan)**

**b. Investasi pada ventura bersama**

KSO Perusahaan dan PT Waskita Adhi Sejahtera ("KSO Elnusa-WAS")

Pada tanggal 12 Desember 2016, Perusahaan dan WAS menandatangani Perjanjian Kerjasama Operasi ("KSO"). KSO ini dibentuk untuk melakukan proyek jasa pemeliharaan elektrikal dan instrumentasi dari BP Berau Ltd. Komposisi kepemilikan pada KSO adalah 51% oleh Perusahaan dan 49% oleh WAS. Pada tanggal 31 Desember 2020 dan 2019, jumlah tercatat investasi pada KSO Elnusa-WAS masing-masing sebesar Rp19.622 dan Rp16.660.

Untuk tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019, Perusahaan mencatat bagian laba masing-masing sebesar Rp3.962 dan Rp7.714 dan disajikan sebagai bagian dari akun penghasilan lain-lain dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Ringkasan informasi keuangan KSO Elnusa-WAS adalah sebagai berikut:

	31 Desember/December 31	
	2020	2019
Total aset	64.480	49.590
Total liabilitas	26.979	19.858
Total ekuitas	37.501	29.732

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2020	2019
Pendapatan	52.867	68.155
Laba tahun berjalan	7.769	15.125

**11. INVESTMENTS IN SHARES (continued)**

**b. Investment in joint venture**

KSO Perusahaan dan PT Waskita Adhi Sejahtera ("KSO Elnusa-WAS")

On December 12, 2016, the Company and WAS entered into Joint Operation ("JO") agreement. The JO is established in order to perform electrical and instrumentation maintenance services project from BP Berau Ltd. The composition of ownerships in JO are 51% owned by the Company and 49% owned by WAS. As of December 31, 2020 and 2019, the carrying amount of investment in KSO Elnusa-WAS is Rp19,622 and Rp16,660, respectively.

For the years ended December 31, 2020 and 2019, the Company recorded equity income amounted to Rp3,962 and Rp7,714 and are presented as part of other income account in the consolidated statement of profit or loss and other comprehensive income.

The summary of KSO Elnusa-WAS' financial information is as follows:

Total assets  
 Total liabilities  
 Total equity

Revenue  
 Profit for the year



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**12. ASET TETAP**

Seluruh aset tetap dimiliki secara langsung oleh Grup. Mutasi aset tetap adalah sebagai berikut:

**12. FIXED ASSETS**

All fixed assets are directly owned by the Group. The movements in fixed assets are as follows:

Tahun yang berakhir pada tanggal 31 Desember 2020/  
Year ended December 31, 2020

	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassifications	Saldo akhir/ Ending balance		Cost
<b>Biaya perolehan</b>							
Tanah	254.210	-	-	5.281	259.491		Land
Bangunan, prasarana dan instalasi	478.305	1.962	(525)	22.758	502.500		Buildings, improvements and installations
Mesin dan peralatan	1.937.494	54.201	(70.346)	44.972	1.966.321		Machinery and equipment
Perabotan dan perlengkapan kantor	69.066	3.794	(6.581)	5.508	71.787		Office furniture, fixtures and equipment
Alat transportasi	337.609	-	(1.262)	82.280	418.627		Transportation equipment
Konstruksi baja	1.732.758	22.038	(6.381)	140.592	1.889.007		Steel constructions
Aset dalam penyelesaian	179.082	301.910	-	(301.391)	179.601		Construction in progress
<b>Total</b>	<b>4.988.524</b>	<b>383.905</b>	<b>(85.095)</b>	<b>-</b>	<b>5.287.334</b>		<b>Total</b>
<b>Akumulasi penyusutan</b>							<b>Accumulated depreciation</b>
Bangunan, prasarana dan instalasi	(329.272)	(22.341)	729	-	(350.884)		Buildings, improvements and installations
Mesin dan peralatan	(1.471.599)	(169.598)	66.221	-	(1.574.976)		Machinery and equipment
Perabotan dan perlengkapan kantor	(67.770)	(4.491)	6.567	-	(65.694)		Office furniture, fixtures and equipment
Alat transportasi	(137.962)	(45.761)	1.262	-	(182.461)		Transportation equipment
Konstruksi baja	(1.154.496)	(144.386)	5.646	-	(1.293.236)		Steel constructions
<b>Total</b>	<b>(3.161.099)</b>	<b>(386.577)</b>	<b>80.425</b>	<b>-</b>	<b>(3.467.251)</b>		<b>Total</b>
Penyisihan penurunan nilai	(8.104)	-	-	-	(8.104)		Allowance for impairment
<b>Nilai buku neto</b>	<b>1.819.321</b>				<b>1.811.979</b>		<b>Net book value</b>

Tahun yang berakhir pada tanggal 31 Desember 2019/  
Year ended December 31, 2019

	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassifications	Saldo akhir/ Ending balance		Cost
<b>Biaya perolehan</b>							
Tanah	232.613	21.597	-	-	254.210		Land
Bangunan, prasarana dan instalasi	467.980	2.157	(6.360)	14.528	478.305		Buildings, improvements and installations
Mesin dan peralatan	1.880.070	18.353	(67.795)	106.866	1.937.494		Machinery and equipment
Perabotan dan perlengkapan kantor	64.021	5.667	(1.359)	737	69.066		Office furniture, fixtures and equipment
Alat transportasi	286.703	3.293	(3.190)	50.803	337.609		Transportation equipment
Konstruksi baja	1.703.232	42.040	(107.317)	94.803	1.732.758		Steel constructions
Aset dalam penyelesaian	70.965	375.854	-	(267.737)	179.082		Construction in progress
<b>Total</b>	<b>4.705.584</b>	<b>468.961</b>	<b>(186.021)</b>	<b>-</b>	<b>4.988.524</b>		<b>Total</b>
<b>Akumulasi penyusutan</b>							<b>Accumulated depreciation</b>
Bangunan, prasarana dan instalasi	(312.077)	(23.001)	5.806	-	(329.272)		Buildings, improvements and installations
Mesin dan peralatan	(1.362.171)	(174.591)	65.163	-	(1.471.599)		Machinery and equipment
Perabotan dan perlengkapan kantor	(64.021)	(5.108)	1.359	-	(67.770)		Office furniture, fixtures and equipment
Alat transportasi	(102.356)	(38.417)	2.811	-	(137.962)		Transportation equipment
Konstruksi baja	(1.119.223)	(140.017)	104.744	-	(1.154.496)		Steel constructions
<b>Total</b>	<b>(2.959.848)</b>	<b>(381.134)</b>	<b>179.883</b>	<b>-</b>	<b>(3.161.099)</b>		<b>Total</b>
Penyisihan penurunan nilai	(9.882)	-	1.778	-	(8.104)		Allowance for impairment
<b>Nilai buku neto</b>	<b>1.735.854</b>				<b>1.819.321</b>		<b>Net book value</b>

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**12. ASET TETAP (lanjutan)**

Hak kepemilikan atas tanah Grup merupakan Hak Guna Bangunan yang hak secara legalnya akan berakhir antara tahun 2024 sampai dengan tahun 2045. Manajemen berkeyakinan bahwa hak tersebut akan dapat diperpanjang pada saat berakhirnya.

Manajemen berkeyakinan bahwa penyisihan penurunan nilai pada tanggal 31 Desember 2020 dan 2019 adalah cukup.

Penyusutan aset tetap dibebankan sebagai berikut:

**12. FIXED ASSETS (continued)**

Land rights of the land owned by the Group are in the form of Building Rights Title ("Hak Guna Bangunan") which the terms will expire between 2024 up to 2045. Management believes that these land rights can be extended upon their expiration.

Management believes that the allowance for impairment as of December 31, 2020 and 2019 is adequate.

Fixed assets depreciation is charged as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2020	2019	
Beban pokok pendapatan	381.459	376.427	Cost of revenues
Beban umum dan administrasi	5.118	4.707	General and administrative expenses
<b>Total</b>	<b>386.577</b>	<b>381.134</b>	<b>Total</b>

Rincian aset dalam penyelesaian adalah sebagai berikut:

The details of construction in progress are as follows:

31 Desember/December 31, 2020			
	Persentase penyelesaian/ Percentage of completion	Akumulasi biaya/ Accumulated costs	Estimasi penyelesaian/ Estimated completion
Depot bahan bakar minyak Hydraulic workover unit & coiled tubing unit	80%	103.535	Februari/February 2021 Depot fuel Hydraulic workover unit & coiled tubing unit
Docking kapal	65%	33.234	Juni/June 2021 Vessel docking
Gudang	70%	13.042	Juni/June 2021 Warehouse
Truk tangki	70%	9.355	April/April 2021 Fuel transportation vehicles
Lain-lain (masing-masing dibawah Rp5.000)	70%	7.975	Maret/March 2021
	50%	12.460	Desember/December 2021 Others (each below Rp5,000)
		<b>179.601</b>	
31 Desember/December 31, 2019			
	Persentase penyelesaian/ Percentage of completion	Akumulasi biaya/ Accumulated costs	Estimasi penyelesaian/ Estimated completion
Depot bahan bakar minyak	95%	119.602	Maret/March 2020 Depot fuel
Truk tangki	90%	28.062	Januari/January 2020 Fuel transportation vehicles
Docking kapal	90%	26.415	Mei/May 2020 Vessel docking
Lain-lain (masing-masing dibawah Rp5.000)	90%	5.003	Januari/January 2020 Others (each below Rp5,000)
		<b>179.082</b>	

Pada tanggal 31 Desember 2020 dan 2019, tidak terdapat aset tetap yang tidak dipakai sementara.

As of December 31, 2020 and 2019, there are no fixed assets temporarily not in use.

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**12. ASET TETAP (lanjutan)**

Pada tanggal 31 Desember 2020 dan 2019, jumlah tercatat bruto aset tetap yang telah disusutkan penuh dan masih digunakan masing-masing sebesar Rp1.178.287 dan Rp1.240.141.

Pada tanggal 31 Desember 2020 dan 2019, tidak terdapat aset tetap yang diklasifikasikan sebagai tersedia untuk dijual atau yang dihentikan dari penggunaan aktif.

Rincian rugi penjualan/pelepasan aset tetap di tahun 2020 dan 2019 adalah sebagai berikut:

	<b>31 Desember/December 31</b>		
	<b>2020</b>	<b>2019</b>	
Harga jual	3.730	3.305	Proceeds
Dikurangi: Nilai buku neto	(4.670)	(4.312)	Less: Net book value
<b>Rugi - neto</b>	<b>(940)</b>	<b>(1.007)</b>	<b>Loss - net</b>

Pada tanggal 31 Desember 2020 dan 2019, aset tetap dengan nilai buku masing-masing sebesar Rp1.094.368 dan Rp1.033.356 telah diasuransikan atas semua risiko dengan total nilai pertanggungan masing-masing sebesar Rp3.119.926 dan \$AS1.023.849.999 (2020) dan Rp751.266 dan \$AS114.372.805 (2019). Manajemen berkeyakinan bahwa jumlah tersebut telah memadai untuk menutup kerugian yang mungkin timbul terkait dengan aset yang diasuransikan.

Nilai wajar aset tetap dengan nilai buku sebesar Rp277.862 pada tahun yang berakhir tanggal 31 Desember 2020 berdasarkan laporan dari penilai independen adalah sebesar Rp427.217. Jumlah nilai buku aset tetap yang tidak dilakukan penilaian pada tahun yang berakhir pada tanggal 31 Desember 2020 sebesar Rp1.534.117. Manajemen berkeyakinan bahwa tidak ada perbedaan signifikan antara nilai wajar dan jumlah tercatat aset tetap yang tidak dilakukan penilaian tersebut.

Pada tanggal 31 Desember 2020 dan 2019, tidak terdapat aset tetap yang digunakan sebagai jaminan.

**12. FIXED ASSETS (continued)**

As of December 31, 2020 and 2019, the gross carrying amounts of fixed assets which have been fully depreciated and are still in use amounted to Rp1,178,287 and Rp1,240,141, respectively.

As of December 31, 2020 and 2019, there are no fixed assets classified as held for sale or terminated from active use.

Details of loss on sale/disposal of fixed assets in 2020 and 2019 are as follows:

As of December 31, 2020 and 2019, fixed assets with net book value of Rp1,094,368 and Rp1,033,356, respectively, are covered by insurance against all risks at a total coverage amounting to Rp3,119,926 and US\$1,023,849,999 (2020) and Rp751,266 and US\$114,372,805 (2019), respectively. Management believes that the insurance coverage is adequate to cover possible losses arising in relation to the insured assets.

The fair value of fixed assets with net book value of Rp277,862 as of December 31, 2020 based on independent appraisal reports amounted to Rp427,217. The net book value of fixed assets that were not appraised by independent appraiser as of December 31, 2019 amounted to Rp1,534,117. Management believes that there is no significant difference between the fair value and carrying amount of these fixed assets.

As of December 31, 2020 and 2019, there is no fixed assets used as collateral.

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**13. ASET TAKBERWUJUD**

**13. INTANGIBLE ASSETS**

Mutasi aset takberwujud adalah sebagai berikut:

The movements in intangible assets are as follows:

Tahun yang berakhir pada tanggal 31 Desember 2020/ Year ended December 31, 2020						
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassifications	Saldo akhir/ Ending balance	Cost
<b>Biaya perolehan</b>						
Hak atas tanah	8.872	-	-	-	8.872	Land rights
Perangkat lunak dan lisensi	124.371	3.539	-	-	127.910	Software and licenses
<b>Total</b>	<b>133.243</b>	<b>3.539</b>	<b>-</b>	<b>-</b>	<b>136.782</b>	<b>Total</b>
<b>Akumulasi amortisasi</b>						<b>Accumulated amortization</b>
Hak atas tanah	(3.053)	(406)	-	-	(3.459)	Land rights
Perangkat lunak dan lisensi	(116.445)	(8.516)	-	-	(124.960)	Software and licenses
<b>Total</b>	<b>(119.498)</b>	<b>(8.922)</b>	<b>-</b>	<b>-</b>	<b>(128.419)</b>	<b>Total</b>
<b>Nilai buku neto</b>	<b>13.745</b>				<b>8.363</b>	<b>Net book value</b>
Tahun yang berakhir pada tanggal 31 Desember 2019/ Year ended December 31, 2019						
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassifications	Saldo akhir/ Ending balance	Cost
<b>Biaya perolehan</b>						
Hak atas tanah	8.872	-	-	-	8.872	Land rights
Perangkat lunak dan lisensi	120.661	3.710	-	-	124.371	Software and licenses
<b>Total</b>	<b>129.533</b>	<b>3.710</b>	<b>-</b>	<b>-</b>	<b>133.243</b>	<b>Total</b>
<b>Akumulasi amortisasi</b>						<b>Accumulated amortization</b>
Hak atas tanah	(2.647)	(406)	-	-	(3.053)	Land rights
Perangkat lunak dan lisensi	(108.619)	(7.826)	-	-	(116.445)	Software and licenses
<b>Total</b>	<b>(111.266)</b>	<b>(8.232)</b>	<b>-</b>	<b>-</b>	<b>(119.498)</b>	<b>Total</b>
<b>Nilai buku neto</b>	<b>18.267</b>				<b>13.745</b>	<b>Net book value</b>

Amortisasi aset takberwujud dibebankan sebagai berikut:

Intangible assets amortization is charged as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2020	2019	
Beban pokok pendapatan	7.994	6.922	Cost of revenues
Beban umum dan administrasi	928	1.310	General and administrative expenses
<b>Total</b>	<b>8.922</b>	<b>8.232</b>	<b>Total</b>

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**14. PROPERTI INVESTASI**

**14. INVESTMENT PROPERTIES**

Mutasi properti investasi adalah sebagai berikut:

The movements in investment properties are as follows:

Tahun yang berakhir pada tanggal 31 Desember 2020/ Year ended December 31, 2020						
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassifications	Saldo akhir/ Ending balance	
<b>Biaya perolehan</b>						<b>Cost</b>
Tanah	50.586	-	-	-	50.586	Land
Bangunan, prasarana dan instalasi	14.105	-	(8.376)	-	5.729	Buildings, improvement and installations
<b>Total</b>	<b>64.691</b>	<b>-</b>	<b>(8.376)</b>	<b>-</b>	<b>56.315</b>	<b>Total</b>
<b>Akumulasi penyusutan</b>						<b>Accumulated depreciation</b>
Bangunan, prasarana dan instalasi	(12.815)	(117)	8.376	-	(4.556)	Buildings, improvement and installations
<b>Nilai buku neto</b>	<b>51.876</b>				<b>51.759</b>	<b>Net book value</b>

Tahun yang berakhir pada tanggal 31 Desember 2019/ Year ended December 31, 2019						
	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassifications	Saldo akhir/ Ending balance	
<b>Biaya perolehan</b>						<b>Cost</b>
Tanah	50.586	-	-	-	50.586	Land
Bangunan, prasarana dan instalasi	14.105	-	-	-	14.105	Buildings, improvement and installations
<b>Total</b>	<b>64.691</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>64.691</b>	<b>Total</b>
<b>Akumulasi penyusutan</b>						<b>Accumulated depreciation</b>
Bangunan, prasarana dan instalasi	(12.698)	(117)	-	-	(12.815)	Buildings, improvement and installations
<b>Nilai buku neto</b>	<b>51.993</b>				<b>51.876</b>	<b>Net book value</b>

Untuk tahun 2020 dan 2019, beban penyusutan masing-masing sebesar Rp117 seluruhnya dialokasikan ke "beban umum dan administrasi" dalam laba rugi.

In 2020 and 2019, depreciation expenses amounting to Rp117, respectively, were charged to "general and administrative expenses" in profit or loss.

Nilai wajar properti investasi pada tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019 dihitung berdasarkan Nilai Jual Objek Pajak ("NJOP") masing-masing sebesar Rp500.146 dan Rp434.183.

The fair value of investment properties for the years ended December 31, 2020 and 2019 are calculated based on taxable sale value ("NJOP") amounted to Rp500,146 and Rp434,183, respectively.

Penghasilan sewa dari properti investasi untuk tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019 masing-masing sebesar Rp78.396 dan Rp79.591.

Rental income from investment properties for the years ended December 31, 2020 and 2019 amounted to Rp78,396 and Rp79,591, respectively.

Pada tanggal 31 Desember 2020 dan 2019, beberapa properti investasi telah diasuransikan untuk semua risiko dengan nilai pertanggungan masing-masing sebesar Rp66.153 dan Rp33.181. Manajemen berkeyakinan bahwa jumlah asuransi tersebut telah memadai untuk menutup kerugian yang mungkin timbul.

As of December 31, 2020 and 2019, certain investment properties were covered by insurance against all risks at a total coverage amounting to Rp66,153 and Rp33,181, respectively. Management believes that the insurance coverage is adequate to cover possible losses.

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**14. PROPERTI INVESTASI (lanjutan)**

Berdasarkan penelaahan manajemen Grup, tidak terdapat kejadian-kejadian atau perubahan-perubahan keadaan yang mengindikasikan adanya penurunan nilai properti investasi pada tanggal 31 Desember 2020 dan 2019.

**14. INVESTMENT PROPERTIES (continued)**

Based on the review of the Group's management, there were no events or changes in circumstances which indicate impairment in the value of investment properties as of December 31, 2020 and 2019.

**15. ASET HAK GUNA DAN LIABILITAS SEWA**

Mutasi aset hak guna adalah sebagai berikut:

**15. RIGHTS OF USE ASSETS AND LEASE LIABILITIES**

The movements in right of use assets are as follows:

31 Desember 2020/ December 31, 2020						
Saldo awal/ Beginning Balance	Saldo transisi/ Transition balance	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi beban dibayar dimuka/ Reclassifications prepaid rent	Saldo akhir/ Ending balance	
<b>Biaya perolehan</b>						<b>Cost</b>
Tanah dan bangunan	-	30.719	15.417	-	12.334	58.470 Land and buildings
Mesin dan peralatan	-	12.226	35.751	(352)	-	47.625 Machinery and equipment
Alat transportasi	-	441.157	24.683	(11.009)	-	454.831 Transportation equipment
Kapal	-	56.477	-	(22.026)	-	34.451 Vessel
<b>Total</b>	-	<b>540.579</b>	<b>75.851</b>	<b>(33.387)</b>	<b>12.334</b>	<b>595.377</b> <b>Total</b>
<b>Akumulasi penyusutan</b>						<b>Accumulated depreciation</b>
Tanah dan bangunan	-	-	(15.581)	-	-	(15.581) Land and buildings
Mesin dan peralatan	-	-	(19.780)	352	-	(19.428) Machinery and equipment
Alat transportasi	-	-	(210.273)	2.348	-	(207.925) Transportation equipment
Kapal	-	-	(20.804)	-	-	(20.804) Vessel
<b>Total</b>	-	-	<b>(266.438)</b>	<b>2.700</b>	-	<b>(263.738)</b> <b>Total</b>
<b>Nilai buku neto</b>	-	-	-	-	-	<b>331.639</b> <b>Net book value</b>

Liabilitas sewa terdiri dari:

Lease liabilities consist of:

	31 Desember/December 31		
	2020	2019	
Bagian jatuh tempo	252.193	-	Current maturities
Bagian setelah dikurangi jatuh tempo	64.918	-	Net-off current maturities
<b>Total</b>	<b>317.111</b>	<b>-</b>	<b>Total</b>

Jumlah yang diakui dalam laporan laba rugi komprehensif konsolidasian:

Amounts recognised in the consolidated statement of comprehensive income:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2020	2019	
Bunga atas liabilitas sewa	33.659	-	Interest on lease liabilities
Beban penyusutan aset hak guna	266.438	-	Depreciation on right of use assets
Beban terkait liabilitas sewa dengan nilai rendah atau jangka pendek	308.991	-	Expense related to short-term liabilities low-value assets
<b>Total</b>	<b>609.088</b>	<b>-</b>	<b>Total</b>

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**16. PINJAMAN BANK JANGKA PENDEK**

Pinjaman bank jangka pendek terdiri dari:

	31 Desember/December 31	
	2020	2019
Rupiah		
Pihak Ketiga		
PT Bank UOB Indonesia	33.537	6.439
PT Bank BTPN Tbk	-	220.000
Dolar AS		
Pihak ketiga		
PT Bank UOB Indonesia	76.114	13.358
PT Bank BTPN Tbk	-	69.505
Pihak berelasi (Catatan 32e)		
PT Bank Negara Indonesia (Persero) Tbk	1.063	-
<b>Total</b>	<b>110.714</b>	<b>309.302</b>

**a. PT Bank BTPN Tbk (“BTPN”)**

Perusahaan

Berdasarkan perjanjian kredit tanggal 26 Oktober 2018, Perusahaan memperoleh fasilitas untuk membiayai aktivitas operasional dan modal kerja Perusahaan yang terdiri dari fasilitas perdagangan (LC, *Acceptance*, *Loan on Note - TR*) dan fasilitas pinjaman (*Loan on Note 1* dan *2*) dengan batas maksimum gabungan sebesar \$AS20.000.000.

Fasilitas *Loan on Note - TR* dan *Loan on Note 1* dan *2* dikenakan bunga sebesar biaya pendanaan BTPN ditambah margin tertentu per tahun untuk penarikan dalam Dolar AS atau Rupiah. Fasilitas ini akan jatuh tempo sampai dengan tanggal 31 Maret 2021.

Fasilitas ini mensyaratkan Perusahaan untuk, antara lain, memelihara rasio utang berbunga terhadap EBITDA maksimal sebesar 4 kali dan rasio utang terhadap ekuitas maksimal sebesar 3 kali. Fasilitas ini diberikan tanpa jaminan (*clean-basis*).

**16. SHORT-TERM BANK LOANS**

Short-term bank loans consist of:

	31 Desember/December 31	
	2020	2019
Rupiah		
Third parties		
PT Bank UOB Indonesia	33.537	6.439
PT Bank BTPN Tbk	-	220.000
US Dollar		
Third parties		
PT Bank UOB Indonesia	76.114	13.358
PT Bank BTPN Tbk	-	69.505
Related parties (Note 32e)		
PT Bank Negara Indonesia (Persero) Tbk	1.063	-
<b>Total</b>	<b>110.714</b>	<b>309.302</b>

**a. PT Bank BTPN Tbk (“BTPN”)**

The Company

Based on a credit agreement dated October 26, 2018, the Company obtained facilities to finance the Company's operating activities and working capital consisting of trade facilities (LC, *Acceptance*, *Loan on Notes - TR*) and loan facilities (*Loan on Notes 1* and *2*) with a maximum combined limit of US\$20,000,000.

The *Loan on Note - TR* and *Loan on Notes 1* and *2* facilities bear interest at the rate of cost of fund of BTPN plus certain margin per annum for withdrawal in US Dollar or Rupiah. These facilities will mature up to March 31, 2021.

These facilities require the Company, among others, to maintain the maximum interest-bearing debt to EBITDA ratio at 4 times and the maximum debt to equity ratio at 3 times. These facilities are provided on a *clean-basis*.

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**16. PINJAMAN BANK JANGKA PENDEK (lanjutan)**

**a. PT Bank BTPN Tbk (“BTPN”) (lanjutan)**

EPN

Berdasarkan perjanjian kredit tanggal 28 November 2019, EPN memperoleh fasilitas untuk membiayai aktivitas operasional dan modal kerja perusahaan yang terdiri dari fasilitas perdagangan (*LC, Acceptance, Loan on Note - TR*) dan fasilitas pinjaman (*Loan on Note 1 dan 2*) dengan batas maksimum gabungan sebesar Rp100.000.

Fasilitas ini mensyaratkan EPN untuk, antara lain, memelihara rasio utang berbunga terhadap EBITDA maksimal sebesar 4 kali dan rasio utang terhadap ekuitas maksimal sebesar 3 kali. Fasilitas ini diberikan tanpa jaminan (*clean-basis*).

Saldo terutang atas seluruh fasilitas pinjaman ini sebesar \$ASNil (setara dengan RpNihil) dan RpNihil pada tanggal 31 Desember 2020 dan \$AS5.000.000 (setara dengan Rp69.505) dan Rp220.000 pada tanggal 31 Desember 2019.

**b. PT Bank UOB Indonesia**

Berdasarkan perjanjian kredit tanggal 3 Desember 2015 yang terakhir kali diubah tanggal 25 Januari 2018, Perusahaan memperoleh fasilitas *Multi Option Trade* untuk keperluan modal kerja yang terdiri dari *LC/SKBDN, TR, Clean Trust Receipt (“CTR”), Invoice Financing (“IF”) dan SBLC/BG* dengan batas maksimum gabungan sebesar \$AS20.000.000.

Fasilitas *TR, CTR dan IF* dikenakan bunga sebesar *LIBOR* ditambah margin tertentu per tahun untuk penarikan dalam Dolar AS dan *JIBOR* ditambah margin tertentu per tahun untuk penarikan dalam Rupiah. Fasilitas ini berjangka waktu sampai dengan tanggal 3 Desember 2021.

Fasilitas ini mensyaratkan Perusahaan untuk, antara lain, memelihara rasio pengembalian utang minimal sebesar 1,25 kali dan rasio utang bruto terhadap EBITDA maksimal sebesar 4 kali. Fasilitas ini diberikan tanpa jaminan (*clean-basis*).

**16. SHORT-TERM BANK LOANS (continued)**

**a. PT Bank BTPN Tbk (“BTPN”) (continued)**

EPN

Based on a credit agreement dated November 28, 2019, EPN obtained facilities to finance the company's operating activities and working capital consisting of trade facilities (*LC, Acceptance, Loan on Notes - TR*) and loan facilities (*Loan on Notes 1 and 2*) with a maximum combined limit of Rp100,000.

These facilities require EPN, among others, to maintain the maximum interest-bearing debt to EBITDA ratio at 4 times and the maximum debt to equity ratio at 3 times. These facilities are provided on a clean-basis.

The outstanding balance of these loan facilities amounted to US\$Nil (equivalent to RpNil) and RpNil as of December 31, 2020 and US\$5,000,000 (equivalent to Rp69,505) and Rp220,000 as of December 31, 2019.

**b. PT Bank UOB Indonesia**

Based on a credit agreement dated December 3, 2015 which was amended on January 25, 2018, the Company obtained *Multi Option Trade* facilities for working capital purposes consisting of *LC/SKBDN, TR, Clean Trust Receipt (“CTR”), Invoice Financing (“IF”) and SBLC/BG* with a maximum combined limit of US\$20,000,000.

The *TR, CTR and IF* facilities bear interest at the rate of *LIBOR* plus certain margin per annum for withdrawal in US Dollar and *JIBOR* plus certain margin per annum for withdrawal in Rupiah. These facilities are available until December 3, 2021.

These facilities require the Company, among others, to maintain the minimum debt service coverage ratio at 1.25 times and the maximum gross debt to EBITDA ratio at 4 times. These facilities are provided on a clean-basis.



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**16. PINJAMAN BANK JANGKA PENDEK (lanjutan)**

**b. PT Bank UOB Indonesia (lanjutan)**

Pada tanggal 31 Desember 2020 dan 2019, saldo terutang fasilitas pinjaman ini masing-masing sebesar \$AS5.396.243 (setara dengan Rp76.114) dan Rp33.537 serta sebesar \$AS960.951 (setara dengan Rp13.358) dan Rp6.439.

**c. PT Bank Negara Indonesia (Persero) Tbk**

Berdasarkan perjanjian kredit tanggal 4 Juli 2012 yang terakhir kali diubah pada tanggal 28 Agustus 2018, Perusahaan memperoleh fasilitas Kredit Tidak Langsung untuk keperluan penjaminan dan modal kerja yang terdiri dari *Standby Letter of Credit* ("SBLC")/Bank Garansi ("BG"), *Letter of Credit* ("LC")/Surat Kredit Berdokumen Dalam Negeri ("SKBDN"), *Trust Receipt* ("TR"), dan kredit modal kerja post-financing dengan batas maksimum gabungan sebesar \$AS50.000.000. Batas kredit tersebut dapat digunakan oleh entitas anak.

Fasilitas ini dikenakan bunga yang suku bunganya akan ditetapkan secara negosiasi pada saat realisasi dan fasilitas ini akan jatuh tempo sampai dengan tanggal 3 Juli 2021.

Saldo terutang atas seluruh fasilitas pinjaman ini sebesar \$AS75.368 (setara dengan Rp1.063) pada tanggal 31 Desember 2020 dan \$ASNihil (setara dengan RpNihil) pada tanggal 31 Desember 2019.

Pada tanggal 31 Desember 2020, Grup telah memenuhi seluruh pembatasan yang diatur dalam perjanjian pinjaman.

Tingkat suku bunga kontraktual pinjaman bank jangka pendek adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2020	2019	
Rupiah			Rupiah
Pinjaman pada suku bunga mengambang	6,31%- 7,60%	6,65% - 8,99%	Loans at floating interest rate
Dolar AS			US Dollar
Pinjaman pada suku bunga mengambang	1,26% - 4,14%	2,16% - 2,93%	Loans at floating interest rate

**16. SHORT-TERM BANK LOANS (continued)**

**b. PT Bank UOB Indonesia (continued)**

As of Desember 31, 2020 and 2019, the outstanding balances of these loan facilities amounted to US\$5,396,243 (equivalent to Rp76,114) and Rp33,537 and US\$960,951 (equivalent to Rp13,358) and Rp6,439, respectively.

**c. PT Bank Negara Indonesia (Persero) Tbk**

Based on a credit agreement dated July 4, 2012, with latest amendment on August 28, 2018, the Company obtained an Indirect Credit facility for guarantee and working capital purposes consisting of *Standby Letter of Credit* ("SBLC")/Bank Guarantee ("BG"), *Letter of Credit* ("LC")/Surat Kredit Berdokumen Dalam Negeri ("SKBDN"), *Trust Receipt* ("TR"), and post-financing working capital credit with a maximum combined limit of US\$50,000,000. The credit limit is eligible to be used by the Company's subsidiaries.

These facilities bear interest at the rate which will be determined through negotiation on withdrawal and these facilities will mature up to July 3, 2021.

The outstanding balance of these loan facilities amounted to US\$75,368 (equivalent to Rp1,063) as of December 31, 2020 and US\$Nil (equivalent to RpNil) as of December 31, 2019.

As of Desember 31, 2020, the Group has complied with all covenants as required by the loan agreements.

Contractual interest rates on short-term bank loans are as follows:

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**17. UTANG USAHA**

Rincian utang usaha berdasarkan pemasok adalah sebagai berikut:

	31 Desember/December 31		
	2020	2019	
Pihak ketiga	461.330	448.171	Third parties
Pihak berelasi (Catatan 32f)	223.775	244.626	Related parties (Note 32f)
<b>Total</b>	<b>685.105</b>	<b>692.797</b>	<b>Total</b>

Rincian utang usaha berdasarkan mata uang adalah sebagai berikut:

	31 Desember/December 31		
	2020	2019	
Rupiah	602.484	652.929	Rupiah
Dolar AS	80.894	33.423	US Dollar
Dolar Singapura	1.219	5.403	Singapore Dollar
Euro	508	1.042	Euro
<b>Total</b>	<b>685.105</b>	<b>692.797</b>	<b>Total</b>

Saldo utang usaha pada akhir tahun tidak memiliki jaminan. Tidak ada surat jaminan yang diberikan maupun diterima untuk utang usaha.

The details of trade payables based on vendors are as follows:

The details of trade payables based on currencies are as follows:

Outstanding balances of trade payables at the end of the year are unsecured. There have been no guarantees provided or received for any trade payables.

**18. LIABILITAS JANGKA PENDEK LAINNYA**

Liabilitas jangka pendek lainnya terdiri dari:

	31 Desember/December 31		
	2020	2019	
Titipan pelanggan	60.017	28.033	Customer deposits
Utang lain-lain	17.089	16.259	Other payables
Pendapatan diterima di muka	12.842	10.786	Unearned income
<b>Total</b>	<b>89.948</b>	<b>55.078</b>	<b>Total</b>

Utang lain-lain terutama merupakan utang pajak daerah atas penjualan bahan bakar serta setoran Penerimaan Negara Bukan Pajak ("PNBP") terkait aktivitas hilir migas.

**18. OTHER CURRENT LIABILITIES**

Other current liabilities consist of:

Other payables mainly represents regional tax for fuel sales and non-tax state revenue ("PNBP") for downstream oil and gas activities.

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**19. PERPAJAKAN**

**a. Pajak dibayar di muka**

Pajak dibayar di muka terdiri dari:

	31 Desember/December 31	
	2020	2019
Pajak penghasilan badan:		
Tahun berjalan	56.586	38.064
Tahun-tahun sebelumnya	41.029	57.751
Pajak Pertambahan Nilai:		
Tahun berjalan	465.686	483.366
Tahun-tahun sebelumnya	332.162	263.448
<b>Total</b>	<b>895.463</b>	<b>842.629</b>
<b>Bagian lancar</b>	<b>429.502</b>	<b>350.353</b>
<b>Bagian tidak lancar</b>	<b>465.961</b>	<b>492.276</b>

Pada tahun 2020 dan 2019, Grup menerima sejumlah surat ketetapan pajak terkait dengan restitusi pajak yang diajukan (Catatan 19e).

**b. Utang pajak**

Utang pajak terdiri dari:

	31 Desember/December 31	
	2020	2019
Pajak penghasilan badan:		
Tahun berjalan	2.015	21.879
Pajak lain-lain:		
Pajak final pasal 4 (2)	662	1.392
Pajak final pasal 15	711	586
Pajak penghasilan pasal 21	7.642	19.479
Pajak penghasilan pasal 22	382	333
Pajak penghasilan pasal 23	2.748	3.326
Pajak penghasilan pasal 25	57	20
Pajak penghasilan pasal 26	358	1.279
Pajak Pertambahan Nilai	12.258	25.130
Utang pajak lainnya	43	-
<b>Total</b>	<b>26.876</b>	<b>73.424</b>

Berdasarkan Peraturan Menteri Keuangan No. 37/PMK.03/2015 tanggal 4 Maret 2015, Perusahaan ditunjuk sebagai pemungut Pajak Pertambahan Nilai ("PPN") efektif tanggal 1 April 2015. Dengan adanya peraturan ini, Perusahaan memungut, menyetor dan melaporkan PPN yang terutang atas penyerahan barang dan jasa oleh pihak lain kepada Perusahaan.

Berdasarkan Peraturan Menteri Keuangan No. 107/PMK.10/2015 tanggal 8 Juni 2015, Perusahaan ditunjuk sebagai pemungut pajak penghasilan pasal 22 efektif tanggal 8 Agustus 2015.

**19. TAXATION**

**a. Prepaid taxes**

Prepaid taxes consist of:

Corporate income tax:
Current year
Prior years
Value Added Tax:
Current year
Prior years
<b>Total</b>
<b>Current portion</b>
<b>Non-current portion</b>

In 2020 and 2019, the Group received several tax assessment letters in relation to its claims for tax refund (Note 19e).

**b. Taxes payable**

Taxes payable consists of:

Corporate income tax:
Current year
Other taxes:
Final tax article 4 (2)
Final tax article 15
Income tax article 21
Income tax article 22
Income tax article 23
Income tax article 25
Income tax article 26
Value Added Tax
Others tax payable
<b>Total</b>

Based on the Finance Minister Regulation No. 37/PMK.03/2015 dated March 4, 2015, the Company was appointed as Value Added Tax collector effective April 1, 2015. As such, the Company collects, pays and reports the VAT arising from the sales of goods and services by other parties to the Company.

Based on the Finance Minister Regulation No. 107/PMK.10/2015 dated June 8, 2015, the Company was appointed as income tax article 22 collector effective August 8, 2015.

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**19. PERPAJAKAN (lanjutan)**

**b. Utang pajak (lanjutan)**

Saldo utang pajak termasuk PPN dan pajak penghasilan pasal 22 yang belum disetor ke kas negara atas kewajiban ini.

**c. Beban pajak penghasilan**

Beban pajak penghasilan terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2020	2019
Beban pajak kini:		
Tahun berjalan	81.926	122.948
Penyesuaian atas hasil surat ketetapan pajak	5.178	1.621
	87.104	124.569
Manfaat pajak tangguhan	8.688	(14.297)
<b>Total</b>	<b>95.792</b>	<b>110.272</b>

Rekonsiliasi antara beban pajak penghasilan yang dihitung dengan menggunakan tarif pajak yang berlaku dari laba sebelum beban pajak penghasilan sebagaimana tercantum pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan beban pajak penghasilan adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2020	2019
Laba sebelum pajak penghasilan badan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	344.878	466.749
Dikurangi: Laba dari pendapatan yang dikenakan pajak final	(73.653)	(70.714)
Laba yang dikenakan pajak penghasilan	271.225	396.035
Pajak penghasilan dihitung dengan tarif yang berlaku	51.533	79.207
Dampak perbedaan permanen:		
Beban yang tidak dapat dikurangkan untuk tujuan perpajakan	11.061	12.914
Rugi (laba) penjualan aset tetap	(286)	145
Pendapatan keuangan yang dikenakan pajak final	(5.497)	(3.648)
Beban bunga yang tidak dapat dikurangkan untuk tujuan perpajakan	1.094	-
Hasil ketetapan pajak	5.178	1.621
Penyesuaian atas penurunan tarif pajak Perusahaan (Catatan 19g)	8.510	20.033
Penyesuaian atas perubahan tarif pajak (Catatan 19g)	24.199	-
<b>Beban pajak penghasilan</b>	<b>95.792</b>	<b>110.272</b>

**19. TAXATION (continued)**

**b. Taxes payable (continued)**

The balances of taxes payable include the VAT and income tax article 22 which have not yet been paid to the treasury fund arising from such obligation.

**c. Income tax expense**

Income tax expense consists of:

Current tax expenses: Current year
Adjustment for tax assessment letter
Deferred tax benefit
<b>Total</b>

The reconciliation between income tax expense as computed with the applicable tax rate from profit before income tax expense as shown in the consolidated statement of profit or loss and other comprehensive income and income tax expense is as follows:

Profit before corporate income tax in consolidated statement of profit or loss and other comprehensive income
Less: Profit from revenue subject to final tax
Profit subject to income tax
Income tax calculated at applicable rate
Effect of permanent differences:
Non-deductible expenses
Loss (gain) on sale of fixed asset
Finance income subject to final tax
Non-deductible finance expenses
Tax assessment letters
Adjustments from tax rate reduction of the Company (Note 19g)
Adjustments from changes in tax rate (Note 19g)
<b>Income tax expense</b>

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**19. PERPAJAKAN (lanjutan)**

**c. Beban pajak penghasilan (lanjutan)**

Rekonsiliasi antara laba sebelum pajak penghasilan seperti yang tercantum dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan estimasi laba (rugi) kena pajak Perusahaan periode berjalan adalah sebagai berikut:

**Tahun yang berakhir pada tanggal**  
**31 Desember/**  
**Year ended December 31**

	<b>2020</b>	<b>2019</b>	
Laba sebelum pajak penghasilan - konsolidasian	344.878	466.749	<i>Profit before income tax - consolidated</i>
Dikurangi: Laba sebelum pajak penghasilan - entitas anak	(370.548)	(408.217)	<i>Less: Profit before income tax - subsidiaries</i>
Laba (rugi) sebelum pajak penghasilan - Perusahaan	(25.670)	58.532	<i>Profit (loss) before income tax - the Company</i>
Ditambah (dikurangi): Rugi (laba) dari pendapatan yang dikenakan pajak final - Perusahaan	18.367	4.381	<i>Add (less): Loss (profit) from revenue subject to final tax - the Company</i>
Laba (rugi) yang dikenakan pajak penghasilan - Perusahaan	(7.303)	62.913	<i>Profit (loss) subject to income tax - the Company</i>
Perbedaan temporer:			<i>Temporary differences:</i>
Penyusutan aset tetap	49.491	31.229	<i>Fixed assets depreciation</i>
Gaji, upah dan kesejahteraan karyawan	(22.916)	20.612	<i>Salaries, wages and employee benefits</i>
Liabilitas imbalan kerja	6.831	9.628	<i>Employee benefits liability</i>
Penyisihan penurunan nilai	(328)	(5.508)	<i>Allowance for impairment</i>
Sewa	9.043	-	<i>Lease</i>
Perbedaan permanen:			<i>Permanent differences:</i>
Beban yang tidak dapat dikurangkan untuk tujuan perpajakan	24.117	25.701	<i>Non-deductible expenses</i>
Rugi (laba) penjualan aset tetap	(1.506)	726	<i>Gain on sale of fixed asset</i>
Beban bunga yang tidak dapat dikurangkan untuk tujuan perpajakan	5.755	-	<i>Non-deductible Interest expenses</i>
Pendapatan keuangan yang dikenakan pajak final	(13.971)	(3.715)	<i>Finance income subject to final tax</i>
Taksiran penghasilan kena pajak - Perusahaan	49.213	141.586	<i>Estimated taxable income - the Company</i>
<b>Beban pajak kini dengan tarif yang berlaku - Perusahaan</b>	<b>9.350</b>	<b>28.318</b>	<b><i>Current income tax calculated at applicable rate - the Company</i></b>

**19. TAXATION (continued)**

**c. Income tax expense (continued)**

The reconciliation between the profit before income tax expense as shown in the consolidated statement of profit or loss and other comprehensive income (loss) and the current period estimated taxable income of the Company is as follows:

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**19. PERPAJAKAN (lanjutan)**

**c. Beban pajak penghasilan (lanjutan)**

Perhitungan beban pajak kini - periode/tahun berjalan dan taksiran lebih bayar dan kurang bayar pajak penghasilan badan adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2020	2019
Beban pajak kini - tahun berjalan:		
Perusahaan	9.350	28.318
Entitas anak	72.576	94.630
	<b>81.926</b>	<b>122.948</b>
Dikurangi: Pembayaran di muka pajak penghasilan:		
Perusahaan	(64.809)	(63.345)
Entitas anak	(71.688)	(75.788)
	<b>(136.497)</b>	<b>(139.133)</b>
Taksiran lebih bayar pajak penghasilan:		
Perusahaan	55.459	35.027
Entitas anak	1.127	3.037
	<b>56.586</b>	<b>38.064</b>
Taksiran kurang bayar pajak penghasilan:		
Entitas anak	2.015	21.879

Pajak penghasilan badan dihitung untuk masing-masing perusahaan sebagai entitas yang terpisah secara hukum.

Perhitungan taksiran penghasilan kena pajak pada akhir tahun menjadi dasar dalam pengisian Surat Pemberitahuan Tahunan Pajak Penghasilan Badan.

Berdasarkan undang-undang perpajakan yang berlaku di Indonesia, entitas-entitas di dalam Grup menghitung dan membayar sendiri besarnya jumlah pajak yang terutang. Direktorat Jenderal Pajak dapat menetapkan atau mengubah liabilitas pajak dalam batas waktu 5 (lima) tahun sejak saat terutangnya pajak.

**19. TAXATION (continued)**

**c. Income tax expense (continued)**

The calculation of current tax expense - current period/year and estimated overpayment and underpayment of corporate income tax is as follows:

Current tax expenses - current year:  
The Company  
Subsidiaries

Less: Prepayment of income  
taxes:  
The Company  
Subsidiaries

Estimated overpayment of  
income tax:  
The Company  
Subsidiaries

Estimated underpayment of  
income tax:  
Subsidiaries

Corporate income tax is calculated for each individual company as a separate legal entity.

The calculation of estimated taxable income at the end of year is used as a basis in filling the annual corporate income tax return.

Under the taxation laws of Indonesia, entities within the Group calculate and pay tax on the basis of self assessment. The Directorate General of Tax may assess or amend tax liabilities within 5 (five) years of the time the tax becomes due.

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**19. PERPAJAKAN (lanjutan)**

**19. TAXATION (continued)**

**d. Aset pajak tangguhan**

**d. Deferred tax assets**

Mutasi aset pajak tangguhan adalah sebagai berikut:

The movements in deferred tax assets are as follows:

**Tahun yang berakhir pada tanggal 31 Desember 2020/  
Year ended December 31, 2020**

	Saldo awal/ <i>Beginning balance</i>	Dibebankan ke/ <i>Charged to</i>		Saldo akhir/ <i>Ending balance</i>	
		Laba (rugi)/ <i>Profit (loss)</i>	Ekuitas/ <i>Equity</i>		
Penyusutan aset tetap	58.769	2.395	-	61.164	<i>Fixed assets depreciation</i>
Penyisihan penurunan nilai aset keuangan	39.532	(5.066)	-	34.466	<i>Allowance for impairment of financial assets</i>
Beban akrual untuk bonus	14.123	(6.738)	-	7.385	<i>Accrued expense for bonuses</i>
Liabilitas imbalan kerja	13.723	2.324	(1.121)	14.926	<i>Employee benefits liability</i>
Penyisihan persediaan usang	1.689	382	-	2.071	<i>Allowance for inventory obsolescence</i>
Lain-lain (masing-masing di bawah Rp5.000)	(238)	(1.985)	(158)	(2.381)	<i>Others (each below Rp5,000)</i>
<b>Total</b>	<b>127.598</b>	<b>(8.688)</b>	<b>(1.279)</b>	<b>117.631</b>	<b>Total</b>

**Tahun yang berakhir pada tanggal 31 Desember 2019/  
Year ended December 31, 2019**

	Saldo awal/ <i>Beginning balance</i>	Dibebankan ke/ <i>Charged to</i>		Saldo akhir/ <i>Ending balance</i>	
		Laba (rugi)/ <i>Profit (loss)</i>	Ekuitas/ <i>Equity</i>		
Penyusutan aset tetap	51.628	7.141	-	58.769	<i>Fixed assets depreciation</i>
Penyisihan penurunan nilai aset keuangan	36.885	2.647	-	39.532	<i>Allowance for impairment of financial assets</i>
Beban akrual untuk bonus	9.503	4.620	-	14.123	<i>Accrued expense for bonuses</i>
Liabilitas imbalan kerja	6.919	3.187	3.617	13.723	<i>Employee benefits liability</i>
Penyisihan persediaan usang	5.066	(3.377)	-	1.689	<i>Allowance for inventory obsolescence</i>
Lain-lain (masing-masing di bawah Rp5.000)	(317)	79	-	(238)	<i>Others (each below Rp5,000)</i>
<b>Total</b>	<b>109.684</b>	<b>14.297</b>	<b>3.617</b>	<b>127.598</b>	<b>Total</b>

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**19. PERPAJAKAN (lanjutan)**

**e. Hasil pemeriksaan pajak signifikan**

Perusahaan

Pada tahun 2020, Perusahaan menerima pengembalian lebih bayar pajak atas PPN dan pajak penghasilan badan untuk tahun pajak 2018. Setelah dikompensasikan dengan kurang bayar pajak serta surat tagihan pajak untuk masa yang sama, jumlah yang diterima sebesar Rp204.610. Grup mengakui pendapatan sebesar Rp2.192 sehubungan dengan restitusi tersebut dalam laba rugi tahun 2020. Disamping itu, Perusahaan juga menerima pengembalian atas surat tagihan pajak terkait pengembalian pajak PPN tahun pajak 2017 sebesar Rp427.

Pada tahun 2019, Perusahaan menerima pengembalian lebih bayar pajak atas pajak penghasilan badan untuk tahun pajak 2017. Setelah dikompensasikan dengan kurang bayar pajak serta surat tagihan pajak untuk masa yang sama, jumlah yang diterima sebesar Rp21.403. Grup mengakui pendapatan sebesar Rp189 sehubungan dengan restitusi tersebut dalam laba rugi tahun 2019.

Disamping itu, pada tahun 2019, Perusahaan menerima pengembalian lebih bayar pajak atas PPN untuk berbagai masa pajak di tahun pajak 2015, 2016 dan 2017. Setelah dikompensasikan dengan kurang bayar pajak serta surat tagihan pajak untuk masa yang sama, jumlah yang diterima sebesar Rp347.029. Atas surat tagihan pajak terkait pengembalian pajak tersebut, Perusahaan mengajukan permohonan pengurangan atau pembatalan kepada Kantor Pajak sebesar Rp8.782.

EPN, PND, ETSA

Pada tahun 2020, EPN dan ETSA menerima pengembalian lebih bayar pajak atas PPN dan pajak penghasilan badan untuk tahun pajak 2018. Setelah dikompensasikan dengan kurang bayar serta surat tagihan pajak beberapa jenis pajak untuk tahun pajak yang sama, jumlah yang diterima sebesar Rp222.193. Grup mengakui beban sebesar Rp3.640 sehubungan dengan restitusi tersebut dalam laba rugi tahun 2020.

**19. TAXATION (continued)**

**e. Significant tax assessment**

The Company

*In 2020, the Company received refund on overpayment of VAT and corporate income tax for fiscal year 2018. After being compensated with underpayment and notice of tax collection for the same tax periods, the net refund received amounted to Rp204,610. The Group recognized income amounted Rp2,192 related to such refund in profit or loss for 2020. Furthermore, the Company received refund on request for reduction or cancellation to the Tax Office on VAT for fiscal year 2017 amounted to Rp427.*

*In 2019, the Company received refund on overpayment of corporate income tax for fiscal year 2017. After being compensated with underpayment and notice of tax collection for the same tax periods, the net refund received amounted to Rp21,403. The Group recognized income amounted Rp189 related to such refund in profit or loss for 2019.*

*Furthermore, in 2019, the Company received refund on overpayment of VAT for various tax periods in fiscal year 2015, 2016 and 2017. After being compensated with underpayment of various taxes and notice of tax collection for the same tax periods, the net refund received amounted to Rp347,029. For the related notice of tax collection, the Company submitted request for reduction or cancellation to the Tax Office amounted Rp8,782.*

EPN, PND, ETSA

*In 2020, EPN dan ETSA refund on overpayment of received refund on overpayment of VAT and corporate income tax for fiscal year 2018.. After being compensated with underpayment of various taxes and notice of tax collection for the same fiscal year, the net refund received amounted to Rp222,193. The Group recognized expenses amounting to Rp3,640 related to such refund in profit or loss for 2020.*



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**19. PERPAJAKAN (lanjutan)**

**e. Hasil pemeriksaan pajak signifikan (lanjutan)**

EPN, PND, ETSA

Pada tahun 2019, EPN, PND dan ETSA menerima pengembalian lebih bayar pajak atas beberapa jenis pajak untuk berbagai tahun pajak. Setelah dikompensasikan dengan kurang bayar serta surat tagihan pajak beberapa jenis pajak untuk tahun pajak yang sama, jumlah yang diterima sebesar Rp156.605. Grup mengakui beban sebesar Rp3.692 sehubungan dengan restitusi tersebut dalam laba rugi tahun 2019.

**f. Beban pajak final**

Beban pajak final timbul dari pajak final atas pendapatan jasa penyewaan ruangan kantor dan tongkang, serta penjualan bahan bakar.

**g. Tarif pajak**

Pada bulan Maret 2020, diberlakukan Peraturan Pemerintah Pengganti Undang-Undang ("Perpu") Nomor 1 Tahun 2020. Perpu ini berlaku efektif pada Tahun Pajak 2020 dan 2021 yang menetapkan tarif tunggal untuk pajak penghasilan perusahaan yaitu sebesar 22% dan akan turun menjadi 20% mulai tahun pajak 2022.

Perusahaan terbuka yang memenuhi syarat-syarat tertentu berhak memperoleh penurunan tarif pajak penghasilan yang berlaku. Untuk tahun pajak 2020, Perusahaan memenuhi persyaratan syarat-syarat tersebut dan telah menetapkan tarif pajak yang lebih rendah.

**19. TAXATION (continued)**

**e. Significant tax assessment (continued)**

EPN, PND, ETSA

In 2019, EPN, PND and ETSA received refund on overpayment of certain taxes for various fiscal year. After being compensated with underpayment of various taxes and notice of tax collection for the same fiscal year, the net refund received amounted to Rp156,605. The Group recognized expenses amounting to Rp3,692 related to such refund in profit or loss for 2019.

**f. Final tax expense**

Final tax expense arises from final taxes on revenue from rental of office space and barges, and sales of fuel.

**g. Tax rates**

In March 2020, a Peraturan Pemerintah Pengganti Undang-Undang ("Perpu") Nomor 1 Tahun 2020 was enacted. The Perpu was effective applicable in Tax Year 2020 and 2021 and provided a 22% flat rate of corporate income tax, further reduced to 20% for Tax Year 2022 onwards.

Publicly listed entities which comply with certain requirements are entitled to a 3% tax rate reduction from the applicable tax rates. For the fiscal year 2020, the Company complied with these requirement and has therefore applicable the lower tax rates.

**20. BEBAN AKRUAL**

Beban akrual terdiri dari:

	31 Desember/December 31	
	2020	2019
Jasa subkontrak	364.077	379.118
Pembelian persediaan	267.199	143.997
Beban proyek	228.292	327.362
Sewa dan fasilitas kantor	113.147	108.871
Jasa profesional	4.285	5.531
Lain-lain (masing-masing di bawah Rp5.000)	70.200	39.521
<b>Total</b>	<b>1.047.200</b>	<b>1.004.400</b>

**20. ACCRUED EXPENSES**

Accrued expenses consist of:

	31 Desember/December 31	
	2020	2019
Jasa subkontrak	364.077	379.118
Pembelian persediaan	267.199	143.997
Beban proyek	228.292	327.362
Sewa dan fasilitas kantor	113.147	108.871
Jasa profesional	4.285	5.531
Lain-lain (masing-masing di bawah Rp5.000)	70.200	39.521
<b>Total</b>	<b>1.047.200</b>	<b>1.004.400</b>

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**21. PINJAMAN BANK JANGKA PANJANG**

Pinjaman bank jangka panjang terdiri dari:

	31 Desember/December 31	
	2020	2019
Dolar AS		
Pinjaman Sindikasi	428.315	677.674
Rupiah		
Pinjaman Sindikasi	203.631	144.780
Total pinjaman bank	631.946	822.454
Biaya pinjaman yang belum diamortisasi	(3.334)	(4.716)
<b>Neto</b>	<b>628.612</b>	<b>817.738</b>
<b>Bagian lancar</b>		
Pinjaman bank	291.667	241.009
Biaya pinjaman yang belum diamortisasi	(1.430)	(1.430)
<b>Neto</b>	<b>290.237</b>	<b>239.579</b>
<b>Bagian tidak lancar</b>		
Pinjaman bank	340.279	581.445
Biaya pinjaman yang belum diamortisasi	(1.904)	(3.286)
<b>Neto</b>	<b>338.375</b>	<b>578.159</b>

**a. Pinjaman Sindikasi**

Pada tanggal 22 Februari 2018, Perusahaan dan entitas anak (EPN dan ETSA) memperoleh fasilitas kredit sindikasi dari PT Bank Sumitomo Mitsui Indonesia, The Bank of Tokyo-Mitsubishi UFJ Ltd., Cabang Jakarta, PT Bank ICBC Indonesia dan PT Bank UOB Indonesia.

Pada tanggal 14 September 2020 terdapat Perjanjian Transfer mengenai pengalihan pinjaman dari MUFG Bank, Ltd., Jakarta Branch (The Bank of Tokyo-Mitsubishi UFJ Ltd., Cabang Jakarta) kepada PT Bank Danamon Indonesia, Tbk. Maka dari itu, Pinjaman Sindikasi saat ini diperoleh dari PT Bank BTPN Tbk. (Bank Sumitomo Mitsui), PT Bank Danamon Indonesia, Tbk., PT Bank ICBC Indonesia dan PT Bank UOB Indonesia, yang terbagi dalam 3 (tiga) tranche, yaitu:

Tranche A

Tranche A dengan batas maksimum sebesar \$AS30.000.000 dan akan jatuh tempo dalam waktu 60 (enam puluh) bulan sejak tanggal perjanjian. Pinjaman ini akan dibayarkan melalui cicilan bulanan sebanyak 48 (empat puluh delapan) kali dimulai setelah 13 (tiga belas) bulan sejak tanggal perjanjian ini.

**21. LONG-TERM BANK LOANS**

Long-term bank loans consist of:

	31 Desember/December 31	
	2020	2019
US Dollar		
Syndicated Loan	428.315	677.674
Rupiah		
Syndicated Loan	203.631	144.780
Total bank loans	631.946	822.454
Unamortized costs of loan	(3.334)	(4.716)
<b>Net</b>	<b>628.612</b>	<b>817.738</b>
<b>Current portion</b>		
Bank loans	291.667	241.009
Unamortized costs of loans	(1.430)	(1.430)
<b>Net</b>	<b>290.237</b>	<b>239.579</b>
<b>Non-current portion</b>		
Bank loans	340.279	581.445
Unamortized costs of loans	(1.904)	(3.286)
<b>Net</b>	<b>338.375</b>	<b>578.159</b>

**a. Syndicated Loans**

As of February 22, 2018, the Company and Subsidiaries (EPN and ETSA) obtained Syndicated Loan facilities from PT Bank Sumitomo Mitsui Indonesia, The Bank of Tokyo-Mitsubishi UFJ Ltd., Jakarta Branch, PT Bank ICBC Indonesia and PT Bank UOB Indonesia.

As of September 14, 2020, Transfer Agreement is made by the MUFG Bank, Ltd., Jakarta Branch (The Bank of Tokyo-Mitsubishi UFJ Ltd., Cabang Jakarta) "Existing Lender" to PT Bank Danamon Indonesia, Tbk "The New Lender". Therefore, this syndicated loan obtained from PT Bank BTPN Tbk. (Bank Sumitomo Mitsui), PT Bank Danamon Indonesia, Tbk., PT Bank ICBC Indonesia dan PT Bank UOB Indonesia, which are divided into 3 (three) tranches as follows:

Tranche A

Tranche A with a maximum limit facility of US\$30,000,000 and will mature in 60(sixty) months since the date of agreement. The loan will be paid through 48 (forty eight) monthly installment starting 13 (thirteen) months after the date of this agreement.

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**21. PINJAMAN BANK JANGKA PANJANG (lanjutan)**

**a. Pinjaman Sindikasi (lanjutan)**

Tranche B1

Tranche B1 dalam mata uang Dolar AS dengan batas maksimum sebesar \$AS25.000.000 dan akan jatuh tempo dalam waktu 60 (enam puluh) bulan sejak tanggal perjanjian. Pinjaman ini akan dibayarkan melalui cicilan bulanan sebanyak 36 (tiga puluh enam) kali dimulai setelah 25 (dua puluh lima) bulan sejak tanggal perjanjian ini.

Tranche B2

Tranche B2 dalam mata uang Rupiah dengan batas maksimum setara dengan \$AS25.000.000 dan akan jatuh tempo dalam waktu 60 (enam puluh) bulan sejak tanggal perjanjian. Pinjaman ini akan dibayarkan melalui cicilan bulanan sebanyak 36 (tiga puluh enam) kali dimulai setelah 25 (dua puluh lima) bulan sejak tanggal perjanjian ini.

EPN dan ETSA memperoleh fasilitas Tranche B1 dan Tranche B2 dengan batas maksimum masing-masing sebesar \$AS20.000.000 dan \$AS8.000.000.

Fasilitas-fasilitas tersebut juga mencakup persyaratan yang membatasi hak Perusahaan, EPN dan ETSA antara lain untuk mengizinkan adanya jaminan dan atau kuasi-jaminan atas salah satu asetnya kecuali untuk jaminan yang diperbolehkan, melepas aset-aset kecuali untuk pelepasan yang diperbolehkan, melangsungkan merger, konsolidasi atau rekonstruksi korporasi, melakukan akuisisi atau investasi lainnya kecuali dengan persetujuan dari Sindikasi, melakukan perubahan kegiatan usaha yang substansial, melangsungkan transaksi derivatif, menjadi kreditur sehubungan dengan suatu utang keuangan atau membiarkan adanya penanggungan sehubungan dengan kewajiban pihak manapun, serta menimbulkan atau mengizinkan adanya utang keuangan yang tertunggak kecuali untuk utang keuangan yang diperbolehkan.

Fasilitas-fasilitas tersebut juga mengharuskan Perusahaan, EPN dan ETSA untuk memenuhi persyaratan rasio keuangan sebagaimana disebutkan dalam perjanjian kredit.

Fasilitas-fasilitas tersebut diberikan tanpa jaminan (*clean-basis*).

**21. LONG-TERM BANK LOANS (continued)**

**a. Syndicated Loans (continued)**

Tranche B1

*Tranche B1 in US Dollar currency with maximum limit facilities of US\$25,000,000 and will mature in 60 (sixty) months since the date of agreement. The loan will be paid through 36 (thirty six) monthly installment starting 25 (twenty five) months after the date of this agreement.*

Tranche B2

*Tranche B2 in Rupiah currency with maximum limit facility equivalent to US\$25,000,000 and will mature in 60 (sixty) months since the date of agreement. The loan will be paid through 36 (thirty six) monthly installment starting 25 (twenty five) months after the date of this agreement.*

*EPN and ETSA obtained Tranche B1 and Tranche B2 facility with maximum limit of US\$20,000,000 and US\$8,000,000, respectively.*

*These facilities contain certain restrictions for the Company, EPN and ETSA such as, among others, permit to subsist any security or quasi-security for any of its assets except for permitted security, disposal of assets except for permitted disposal, conduct merger, consolidation or corporate reconstruction except with prior consent of the Syndicate, conduct substantial changes of its business, enter into any derivative transaction, be a creditor of any financial indebtedness or remain outstanding any guarantee in respect of any obligations of any entity, and incur or permit to remain outstanding, any financial indebtedness except for permitted financial indebtedness.*

*These facilities also require the Company, EPN and ETSA to maintain certain financial ratios as stated in the credit facilities agreement.*

*These facilities were provided on a clean-basis.*

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**21. PINJAMAN BANK JANGKA PANJANG (lanjutan)**

**a. Pinjaman Sindikasi (lanjutan)**

Saldo terutang atas fasilitas-fasilitas pinjaman ini masing-masing sebesar Tranche A: \$AS12.310.606 (setara dengan Rp173.641), Tranche B1: \$AS18.055.556 (setara dengan Rp254.674) dan Tranche B2: Rp203.631 pada tanggal 31 Desember 2020, dan masing-masing sebesar Tranche A: \$AS23.750.000 (setara dengan Rp330.149), Tranche B1: \$AS25.000.000 (setara dengan Rp347.525) dan Tranche B2: Rp144.780 pada tanggal 31 Desember 2019.

Pada tanggal 31 Desember 2020 dan 2019, Grup telah memenuhi seluruh pembatasan yang diatur dalam perjanjian pinjaman.

Tingkat suku bunga kontraktual pinjaman bank jangka panjang adalah sebagai berikut:

**Tahun yang berakhir pada tanggal**  
**31 Desember/**  
**Year ended December 31**

	<b>2020</b>	<b>2019</b>	
Rupiah			Rupiah
Pinjaman pada suku bunga mengambang	7,50%	8,16%	Loans at floating interest rate
Dolar AS			US Dollar
Pinjaman pada suku bunga mengambang	1,83%	3,40%	Loans at floating interest rate

**22. UTANG SUKUK**

Utang sukuk terdiri dari:

	<b>31 Desember/ December 31, 2020</b>	<b>31 Desember/ December 31, 2019</b>	
Sukuk Ijarah Berkelanjutan 1 Tahap 1 Tahun 2020	700.000	-	Sukuk Ijarah Sustainable 1 Phase 1 Year 2020
Biaya penerbitan sukuk yang belum diamortisasi	(2.981)	-	Unamortized issuance costs of sukuk
<b>Total</b>	<b>697.019</b>	<b>-</b>	<b>Total</b>

Pada tanggal 3 Agustus 2020, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Sukuk Ijarah Berkelanjutan 1 Elnusa Tahap 1 Tahun 2020 dengan sisa imbalan Ijarah sebesar Rp700.000. Sukuk Ijarah ini diterbitkan tanpa warkat dan dijamin dengan kesanggupan penuh (*full commitment*) dan ditawarkan dengan nilai 100% dari jumlah sisa imbalan Ijarah, dengan jangka waktu 5 (lima) tahun sejak tanggal emisi. Cicilan Imbalan Ijarah adalah sebesar Rp63.000, atau ekuivalen sebesar 9% per tahun yang akan dibayarkan setiap 3 (tiga) bulan, dan jatuh tempo 11 Agustus 2025.

**21. LONG-TERM BANK LOANS (continued)**

**a. Syndicated Loans (continued)**

The outstanding balance of these loan facilities each amounted to Tranche A: US\$12,310,606 (equivalent to Rp173,641), Tranche B1: US\$18,055,556 (equivalent to Rp254,674) and Tranche B2: Rp203,631 as of December 31, 2020, respectively, and amounted to Tranche A: US\$23,750,000 (equivalent to Rp330,149), Tranche B1: US\$25,000,000 (equivalent to Rp347,525) and Tranche B2: Rp144,780, respectively, as of December 31, 2019.

As of December 31, 2020 and 2019, the Group has complied with all covenants as required by the loan agreements.

Contractual interest rates on long-term bank loans are as follows:

**22. SUKUK PAYABLE**

Sukuk payable consist of:

On August 3, 2020, the Company has obtained an effective statement from Otoritas Jasa Keuangan (OJK) on the issuance of Sukuk Ijarah Berkelanjutan (sustainable Sukuk Ijarah) 1 Phase 1 Year 2020, with residual Ijarah Benefits amounted to Rp700,000. The Sukuk Ijarah is issued without notes and guaranteed with full commitments and offered with 100% value of residual Ijarah benefits, with period of 5 (five) years from the issue date. The Ijarah Installments amounted Rp63,000, or equivalent of 9% annually, which will be paid every 3 (three) months and will be due on August 11, 2025.

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**22. UTANG SUKUK (LANJUTAN)**

Total dana yang diterima Perusahaan pada tanggal 11 Agustus 2020 dari hasil penerbitan Perdana Sukuk Ijarah Berkelanjutan 1 Elnusa Tahap 1 Tahun 2020 adalah sebesar Rp700.000. Sesuai dengan perjanjian Perusahaan dengan PT Bank Rakyat Indonesia (Persero) Tbk selaku wali amanat dan prospektus penawaran sukuk ijarah Perusahaan, dana tersebut akan digunakan untuk pembelian alat dan modal kerja.

Fasilitas ini mensyaratkan Perusahaan untuk, memelihara rasio total utang terhadap EBITDA maksimal sebesar 3 kali, serta rasio bunga terhadap EBITDA maksimal sebesar 1,5 kali.

Pada tanggal 31 Desember 2020, Perusahaan telah memenuhi seluruh pembatasan yang diatur dalam perjanjian sukuk.

**22. SUKUK PAYABLE (CONTINUED)**

Total funds received by the Company on August 11, 2020 from the first issuance of Sukuk Ijarah Berkelanjutan 1 Elnusa Tahap 1 Tahunun 2020 was Rp700,000. Based on the agreement between the Company and PT Bank Rakyat Indonesia (Persero) Tbk. as Trustee and the Company's prospectus, the fund will be used for purchases of equipment and working capital.

These facilities require the Company, to maintain the maximum total debt to EBITDA ratio at 3 times, and to maintain maximum interest to EBITDA ratio at 1.5 times.

As of December 31, 2020, the Company has complied with all the covenants as required by the sukuk agreement.

**23. PENDAPATAN DITANGGUHKAN**

Pendapatan ditangguhkan merupakan selisih antara nilai buku aset tetap sewa pembiayaan dengan jumlah penerimaan minimum sewa pembiayaan.

**23. DEFERRED INCOME**

Deferred income is the difference between the book value of fixed assets under finance lease with the minimum amount received from finance lease.

	31 Desember/December 31		
	2020	2019	
Pendapatan tangguhan (Catatan 32g dan 33b)	90.950	101.650	Deferred income (Note 32g and 33b)
Bagian lancar	10.700	10.700	Current portion
<b>Total setelah dikurangi bagian lancar</b>	<b>80.250</b>	<b>90.950</b>	<b>Total net of current portion</b>

**24. IMBALAN KERJA**

Aset program imbalan pensiun (liabilitas imbalan kerja) yang diakui dalam laporan posisi keuangan konsolidasian adalah sebagai berikut:

**24. EMPLOYEE BENEFITS**

Pension benefit plan assets (employee benefits liability) recognized in the consolidated statement of financial position are as follows:

	31 Desember/ December 31, 2020	31 Desember/ December 31, 2019	
<b>Liabilitas imbalan kerja</b>			<b>Employee benefits liability</b>
Program imbalan pensiun - Asuransi	38.521	33.882	Pension benefits - Insurance
Imbalan kerja jangka panjang lainnya	29.326	21.013	Other long-term employee benefits
<b>Total</b>	<b>67.847</b>	<b>54.895</b>	<b>Total</b>

Perhitungan aktuarial untuk tahun yang berakhir pada tanggal 31 Desember 2020 dan 31 Desember 2019 dilakukan oleh PT Sentra Jasa Aktuaria, dengan menggunakan metode *Projected Unit Credit*.

The actuarial calculations for the year ended December 31, 2020 and December 31, 2019 was performed by PT Sentra Jasa Aktuaria, using the *Projected Unit Credit* method.

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**24. IMBALAN KERJA (lanjutan)**

**a. Program imbalan pensiun**

Imbalan pensiun - Asuransi

Grup menyelenggarakan program pensiun imbalan pasti untuk semua karyawan tetap yang dikelola oleh beberapa perusahaan asuransi.

Asumsi-asumsi penting yang digunakan oleh aktuaris dalam laporannya adalah sebagai berikut:

Tingkat diskonto	:	3,26% - 7,80% pada tahun 2020 dan 5,42% - 8,19% pada tahun 2019/ 3.26% - 7.80% per annum in 2020 and 5.42% - 8.19% per annum in 2019	:	Discount rate
Tingkat kenaikan gaji	:	7% per tahun / 7% per annum	:	Salary increase rate
Tingkat kematian	:	Tabel Mortalita Indonesia 2019 pada tahun 2020 dan Tabel Mortalita Indonesia III pada tahun 2019/ Indonesian Mortality Table 2019 in 2020 Indonesian Mortality Table III in 2020	:	Mortality rate
Usia pensiun				Retirement age
Perusahaan, EFK, SCU, PND, ETSA	:	56 tahun / 56 years old	:	The Company, EFK, SCU, PND, ETSA
EPN	:	57 tahun / 57 years old	:	EPN
Tingkat pengunduran diri				Resignation rate
Perusahaan	:	5% untuk karyawan yang berusia di bawah 30 tahun dan akan menurun sampai 0% pada usia 46 tahun/ 5% for employees younger than 30 years old which will decrease to 0% at the age of 46 years old	:	The Company
EPN	:	1% untuk karyawan yang berusia di bawah 30 tahun dan akan menurun sampai 0% pada usia 47 tahun/ 1% for employees younger than 30 years old which will decrease to 0% at the age of 47 years old	:	EPN
SCU	:	1% untuk karyawan yang berusia di bawah 30 tahun dan akan menurun sampai 0% pada usia 54 tahun/ 1% for employees younger than 30 years old which will decrease to 0% at the age of 54 years old	:	SCU
PND	:	1% untuk karyawan yang berusia di bawah 30 tahun dan akan menurun sampai 0% pada usia 46 tahun/ 1% for employees younger than 30 years old which will decrease to 0% at the age of 46 years old	:	PND
EFK	:	1% untuk karyawan yang berusia di bawah 30 tahun dan akan menurun sampai 0% pada usia 54 tahun/ 1% for employees younger than 30 years old which will decrease to 0% at the age of 54 years old	:	EFK
ETSA	:	5% untuk karyawan yang berusia di bawah 30 tahun dan akan menurun sampai 0% pada usia 46 tahun/ 5% for employees younger than 30 years old which will decrease to 0% at the age of 46 years old	:	ETSA

**24. EMPLOYEE BENEFITS (continued)**

**a. Pension benefits plan**

Pension benefits - Insurance

The Group has a defined benefit pension plan covering all permanent employees which is managed by several insurance companies.

The significant assumptions used by the actuary in its reports are as follows:

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**24. IMBALAN KERJA (lanjutan)**

**a. Program imbalan pensiun (lanjutan)**

Imbalan pensiun - Asuransi (lanjutan)

Jumlah yang diakui dalam laporan posisi keuangan konsolidasian adalah sebagai berikut:

	31 Desember/December 31, 2020			31 Desember/December 31, 2019		
	Perusahaan/ Company	Entitas anak/ Subsidiaries	Jumlah/ Total	Perusahaan/ Company	Entitas anak/ Subsidiaries	Jumlah/ Total
Nilai kini kewajiban	(176.945)	(48.712)	(225.657)	(162.721)	(37.035)	(199.756)
Nilai wajar aset program	157.368	29.768	187.136	141.053	24.821	165.874
Surplus (Defisit)	(19.577)	(18.944)	(38.521)	(21.668)	(12.214)	(33.882)
Dampak batas atas aset	-	-	-	-	-	-
Surplus (liabilitas imbalan kerja)	(19.577)	(18.944)	(38.521)	(21.668)	(12.214)	(33.882)

Present value of obligation  
Fair value of plan assets  
  
Surplus (Deficit)  
Effect of asset ceiling  
  
Surplus (employee benefits liability)

Mutasi nilai kini kewajiban adalah sebagai berikut:

	31 Desember/ December 31, 2020	31 Desember/ December 31, 2019
Saldo awal	(199.756)	(162.397)
Biaya jasa kini	(19.413)	(17.169)
Biaya bunga	(19.385)	(13.495)
Keuntungan (kerugian) aktuarial	(7.198)	(22.410)
Imbalan yang dibayarkan	20.095	15.715
<b>Saldo akhir</b>	<b>(225.657)</b>	<b>(199.756)</b>

The movements in present value of obligation are as follows:

Beginning balance  
Current service cost  
Interest cost  
Actuarial gains (losses)  
Benefits paid  
  
**Ending balance**

Mutasi nilai wajar aset program adalah sebagai berikut:

	31 Desember/ December 31, 2020	31 Desember/ December 31, 2019
Saldo awal	165.874	155.475
Imbal hasil atas aset program	12.410	12.920
Keuntungan (kerugian) aktuarial	12.282	3.721
Iuran pemberi kerja	15.127	6.047
Imbalan yang dibayarkan	(18.557)	(12.289)
<b>Saldo akhir</b>	<b>187.136</b>	<b>165.874</b>

The movements in fair value of plan assets are as follows:

Beginning balance  
Return on plan assets  
Actuarial gains (losses)  
Employer's contributions  
Benefits paid  
  
**Ending balance**

Rincian aset program adalah sebagai berikut:

The details of plan assets are as follows:

	31 Desember/ December 31, 2020		31 Desember/ December 31, 2019		
	Nilai wajar/ Fair value	%	Nilai wajar/ Fair value	%	
Instrumen pasar uang	78.531	42	82.492	50	Money market instruments
Instrumen pendapatan tetap	90.552	48	64.593	39	Fixed income instruments
Instrumen ekuitas	13.563	7	18.789	11	Equity instruments
Instrumen utang	4.490	3	-	-	
<b>Total</b>	<b>187.136</b>	<b>100</b>	<b>165.874</b>	<b>100</b>	<b>Total</b>

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**24. IMBALAN KERJA (lanjutan)**

**a. Program imbalan pensiun (lanjutan)**

Imbalan pensiun - Asuransi (lanjutan)

Jumlah yang diakui dalam beban pokok pendapatan dan beban umum dan administrasi adalah sebagai berikut:

	<b>31 Desember/ December 31, 2020</b>	<b>31 Desember/ December 31, 2019</b>
Biaya jasa kini	19.413	17.169
Biaya bunga	19.385	13.495
Biaya bunga atas dampak batas aset	-	324
Imbal hasil atas aset program	(12.410)	(12.920)
Pengukuran kembali liabilitas (aset)	-	-
<b>Total</b>	<b>26.388</b>	<b>18.068</b>

Mutasi liabilitas imbalan kerja adalah sebagai berikut:

Perusahaan

	<b>31 Desember/ December 31, 2020</b>	<b>31 Desember/ December 31, 2019</b>
Saldo awal	21.668	-
Biaya diakui dalam laba rugi	15.396	13.698
Biaya (penghasilan) diakui dalam penghasilan komprehensif lain	(3.495)	15.671
luran pemberi kerja	(13.510)	(5.447)
Imbalan yang dibayarkan	(482)	(2.254)
<b>Saldo akhir</b>	<b>19.577</b>	<b>21.668</b>

Entitas anak

	<b>31 Desember/ December 31, 2020</b>	<b>31 Desember/ December 31, 2019</b>
Saldo awal	12.214	10.818
Biaya diakui dalam laba rugi	10.992	4.372
Biaya (penghasilan) diakui dalam penghasilan komprehensif lain	(1.590)	(1.202)
luran pemberi kerja	(1.617)	(600)
Imbalan yang dibayarkan	(1.055)	(1.174)
Koreksi aset	-	-
<b>Saldo akhir</b>	<b>18.944</b>	<b>12.214</b>

Jumlah yang diakui dalam penghasilan komprehensif lain adalah sebagai berikut:

	<b>31 Desember/ December 31, 2020</b>	<b>31 Desember/ December 31, 2019</b>
(Keuntungan) kerugian aktuarial	(5.085)	14.469

**24. EMPLOYEE BENEFITS (continued)**

**a. Pension benefits plan (continued)**

Pension benefits - Insurance (continued)

Amounts recognized in cost of revenues and general and administrative expenses are as follows:

17.169	Current service cost
13.495	Interest cost
324	Interest cost on effect of asset ceiling
(12.920)	Return on plan assets
-	Remeasurement of liability (assets)
<b>18.068</b>	<b>Total</b>

The movements in employee benefits liability are as follows:

Compan

-	Beginning balance
13.698	Expense recognized in profit or loss
15.671	Expense (income) in recognized other comprehensive income
(5.447)	Employer's contributions
(2.254)	Benefits paid
<b>21.668</b>	<b>Ending balance</b>

Subsidiaries

10.818	Beginning balance
4.372	Expense recognized in profit or loss
(1.202)	Expense (income) recognized in other comprehensive income
(600)	Employer's contributions
(1.174)	Benefits paid
-	Asset correction
<b>12.214</b>	<b>Ending balance</b>

Amounts recognized in other comprehensive income are as follows:

Actuarial (gains) losses



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**24. IMBALAN KERJA (lanjutan)**

**a. Program imbalan pensiun (lanjutan)**

Imbalan pensiun - Asuransi (lanjutan)

Analisa sensitivitas atas perubahan asumsi keuangan adalah sebagai berikut:

	31 Desember/ December 31, 2020		31 Desember/ December 31, 2019		
	Kenaikan/ Increase of 1%	Penurunan/ Decrease of 1%	Kenaikan/ Increase of 1%	Penurunan/ Decrease of 1%	
Perubahan tingkat diskonto					Change in discount rate
Dampak pada nilai kini kewajiban	(18.563)	21.070	(17.191)	19.776	Effect on present value of obligation
Dampak pada biaya jasa kini	(1.931)	2.244	(1.835)	2.146	Effect on current service cost
Perubahan tingkat kenaikan gaji					Change in salary increase rate
Dampak pada nilai kini kewajiban	22.621	(19.798)	19.758	(17.275)	Effect on present value of obligation
Dampak pada biaya jasa kini	2.391	(2.054)	2.107	(1.808)	Effect on current service cost

Profil jatuh tempo pembayaran imbalan adalah sebagai berikut:

	31 Desember/ December 31, 2020	31 Desember/ December 31, 2019	
Kurang dari 1 tahun	19.689	22.277	Less than 1 year
Antara 1-5 tahun	63.395	62.478	Between 1-5 years
Lebih dari 5 tahun	1.247.916	1.146.862	More than 5 years

**b. Imbalan kerja jangka panjang lainnya**

Imbalan kerja jangka panjang lainnya merupakan penghargaan tertentu yang diberikan Perusahaan, EPN, SCU dan PND kepada para karyawannya berdasarkan lamanya masa kerja karyawan, yang dinamakan Ulang Tahun Dinas ("UTD"). Imbalan ini dalam bentuk kas dalam jumlah tertentu atau barang yang dibayarkan pada saat karyawan mencapai UTD tertentu selama masa kerjanya.

Pada tanggal 31 Desember 2020 dan 2019, liabilitas yang diakui dalam laporan posisi keuangan konsolidasian terkait dengan program ini masing-masing sebesar Rp29.326 dan Rp21.013.

**24. EMPLOYEE BENEFITS (continued)**

**a. Pension benefits plan (continued)**

Pension benefits - Insurance (continued)

Sensitivity analysis on the change of financial assumptions is as follows:

	31 Desember/ December 31, 2020		31 Desember/ December 31, 2019		
	Kenaikan/ Increase of 1%	Penurunan/ Decrease of 1%	Kenaikan/ Increase of 1%	Penurunan/ Decrease of 1%	
Perubahan tingkat diskonto					Change in discount rate
Dampak pada nilai kini kewajiban	(18.563)	21.070	(17.191)	19.776	Effect on present value of obligation
Dampak pada biaya jasa kini	(1.931)	2.244	(1.835)	2.146	Effect on current service cost
Perubahan tingkat kenaikan gaji					Change in salary increase rate
Dampak pada nilai kini kewajiban	22.621	(19.798)	19.758	(17.275)	Effect on present value of obligation
Dampak pada biaya jasa kini	2.391	(2.054)	2.107	(1.808)	Effect on current service cost

Maturity profile of benefit payments is as follows:

	31 Desember/ December 31, 2020	31 Desember/ December 31, 2019	
Kurang dari 1 tahun	19.689	22.277	Less than 1 year
Antara 1-5 tahun	63.395	62.478	Between 1-5 years
Lebih dari 5 tahun	1.247.916	1.146.862	More than 5 years

**b. Other long-term employee benefits**

Other long-term employee benefits represent certain awards provided by the Company, EPN, SCU and PND to their employees based on the employees' length of service, namely Ulang Tahun Dinas ("UTD"). The benefit is awarded in the form of certain cash awards or goods which is paid at the time the employees reach certain anniversary dates during employment.

As of December 31, 2020 and 2019, liability recognized in the consolidated statement of financial position with respect to the program amounted to Rp29,326 and Rp21,013, respectively.

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**24. IMBALAN KERJA (lanjutan)**

**c. Program pensiun iuran pasti**

Perusahaan, EPN, SCU dan PND menyediakan program pensiun iuran pasti untuk karyawan tetap yang dipekerjakan sejak 1 Oktober 2002. Iuran program tersebut dikelola oleh Dana Pensiun Lembaga Keuangan ("DPLK") PT Bank Negara Indonesia (Persero) Tbk dan DPLK PT Bank Rakyat Indonesia (Persero) Tbk.

Untuk periode yang berakhir pada tanggal 31 Desember 2020 dan 2019, beban yang diakui terkait dengan program tersebut masing-masing sebesar Rp3.912 dan Rp2.671.

**d. Liabilitas imbalan kerja jangka pendek**

Akun ini merupakan liabilitas imbalan kerja jangka pendek yang terdiri dari akrual untuk gaji, iuran dana pensiun, jaminan sosial tenaga kerja dan imbalan kerja karyawan lainnya.

**25. EKUITAS YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK**

**a. Modal saham**

Pada tanggal 31 Desember 2020 dan 2019, susunan pemegang saham Perusahaan adalah sebagai berikut:

	Jumlah saham/ Number of shares	Persentase kepemilikan/ Percentage of ownership	Total	
PT Pertamina (Persero)	3.000.000.000	41,10%	300.000	PT Pertamina (Persero)
Dana Pensiun Pertamina	1.087.407.500	14,90%	108.741	Dana Pensiun Pertamina
Lain-lain (masing-masing dengan kepemilikan kurang dari 5%)	3.211.092.500	44,00%	321.109	Others (ownership below 5% each)
<b>Total</b>	<b>7.298.500.000</b>	<b>100,00%</b>	<b>729.850</b>	<b>Total</b>

Pada tanggal 31 Desember 2020 dan 2019, seluruh saham Perusahaan telah dicatat di Bursa Efek Indonesia.

**24. EMPLOYEE BENEFITS (continued)**

**c. Defined contribution pension plan**

The Company, EPN, SCU and PND provide a defined contribution pension plan for employees hired with permanent status since October 1, 2002. The contribution to the plan is managed by Dana Pensiun Lembaga Keuangan ("DPLK") PT Bank Negara Indonesia (Persero) Tbk and DPLK PT Bank Rakyat Indonesia (Persero) Tbk.

For the period ended December 31, 2020 and 2019, expenses recognized with respect to the plan amounted Rp3,912 and Rp2,671, respectively.

**d. Short-term employee benefits liability**

This account represents short-term employee benefits liability consisting of accounts for salaries, contributions for pension funds, employee social security and other employee benefits.

**25. EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT**

**a. Share capital**

As of December 31, 2020 and 2019, the composition of shareholders of the Company is as follows:

As of December 31, 2020 and 2019, the entire shares of the Company are listed on the Indonesia Stock Exchange.

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**25. EKUITAS YANG DAPAT DIATRIBUSIKAN**  
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**b. Tambahan modal disetor**

Pada tanggal 31 Desember 2020 dan 2019, tambahan modal disetor terdiri dari:

	31 Desember/December 31	
	2020	2019
Agio saham	438.000	438.000
Biaya emisi saham	(18.042)	(18.042)
Selisih nilai transaksi penjualan saham treasuri	9.654	9.654
Selisih nilai transaksi restrukturisasi entitas sepengendali	1.810	1.810
Selisih transaksi dengan pihak nonpengendali	4.269	4.269
<b>Total</b>	<b>435.691</b>	<b>435.691</b>

**c. Dividen dan cadangan umum**

Dalam Rapat Umum Pemegang Saham Tahunan Perusahaan yang berita acaranya diaktakan dengan Akta Notaris No. 14 tanggal 8 Juli 2020 dari Aulia Taufani, S.H., para pemegang saham menyetujui untuk membagikan dividen kas sebesar Rp89.119.

Dalam Rapat Umum Pemegang Saham Tahunan Perusahaan sebagaimana disebutkan di atas, para pemegang saham juga menyetujui untuk membentuk cadangan umum sehingga menjadi Rp145.971 dan Rp135.229 masing-masing pada tanggal 31 Desember 2020 dan 2019. Cadangan umum tersebut ditetapkan untuk memenuhi ketentuan Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas yang penggunaannya sesuai dengan Anggaran Dasar Perusahaan.

**d. Penghasilan komprehensif lain**

Mutasi penghasilan komprehensif lain (setelah pajak penghasilan) adalah sebagai berikut:

	31 Desember/December 31	
	2020	2019
Saldo awal	(55.288)	(44.436)
Penghasilan komprehensif lain tahun berjalan	3.963	(10.852)
<b>Saldo akhir</b>	<b>(51.325)</b>	<b>(55.288)</b>

**25. EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT (continued)**

**b. Additional paid-in capital**

As of December 31, 2020 and 2019, additional paid-in capital consists of:

31 Desember/December 31	
2020	2019
	Share premium
	Shares issuance costs
	Difference in value from sale of treasury stock
	Difference in value from restructuring transaction of entities under common control
	Difference in transaction with non-controlling interest
<b>Total</b>	<b>Total</b>

**c. Dividend and general reserve**

In the Shareholders' Annual General Meetings of the Company, the minutes of which was notarized under Notarial Deed No. 14 dated July 8, 2020 of Aulia Taufani, S.H., the shareholders agreed to distribute cash dividends amounting to Rp89,119.

In the abovementioned Shareholders' Annual General Meetings of the Company, the shareholders also agreed to allocate appropriation for general reserve so that the balance becoming Rp145,971 and Rp135,229 as of December 31, 2020 and 2019, respectively. Such general reserve is appropriated to meet the requirement of the Limited Liability Company Law No. 40 of 2007, the use of which is in accordance with the Company's Articles of Association.

**d. Other comprehensive income**

The movements in other comprehensive income (net of income tax) are as follows:

31 Desember/December 31	
2020	2019
	Beginning balance
	Other comprehensive income for the period/year
	Ending balance

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**26. KEPENTINGAN NONPENGENDALI**

Kepentingan nonpengendali merupakan bagian pemegang saham nonpengendali atas ekuitas entitas anak sebagai berikut:

**26. NON-CONTROLLING INTERESTS**

Non-controlling interests represent the non-controlling shareholders' portion on equity of the following subsidiaries:

	31 Desember/December 31		
	2020	2019	
PND	4.218	4.218	PND
EFK	1.057	1.055	EFK
SCU	17	16	SCU
ETSA	(85)	(24)	ETSA
EPN	(3.699)	(3.605)	EPN
<b>Total</b>	<b>1.508</b>	<b>1.660</b>	<b>Total</b>

**27. PENDAPATAN**

Rincian pendapatan adalah sebagai berikut:

**27. REVENUES**

The details of revenues are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2020	2019	
Pihak ketiga:			Third parties:
Jasa distribusi dan logistik energi	1.149.427	1.676.522	Energy distribution and logistics services
Jasa hulu migas terintegrasi	336.040	321.778	Integrated upstream oil and gas services
Jasa penunjang migas	171.984	200.547	Oil and gas support services
	1.657.451	2.198.847	
Pihak berelasi (Catatan 32i):			Related parties (Note 32i):
Jasa distribusi dan logistik energi	2.266.137	2.444.795	Energy distribution and logistics services
Jasa hulu migas terintegrasi	3.447.980	3.500.113	Integrated upstream oil and gas services
Jasa penunjang migas	355.377	241.367	Oil and gas support services
	6.069.494	6.186.275	
<b>Total</b>	<b>7.726.945</b>	<b>8.385.122</b>	<b>Total</b>

Rincian penjualan kepada pelanggan dengan jumlah lebih besar dari 10% pendapatan adalah sebagai berikut:

Details of sales to customers that make up more than 10% of revenues are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		Persentase dari total pendapatan/Percentage of total revenue		
	2020	2019	2020	2019	
PT Pertamina (Persero)	2.694.692	2.586.687	34,9%	30,8%	PT Pertamina (Persero)
PT Pertamina EP	1.283.218	1.688.629	16,6%	20,1%	PT Pertamina EP
PT Pertamina Hulu Indonesia	949.585	914.568	12,3%	10,9%	PT Pertamina Hulu Indonesia
PT Pertamina Hulu Energi	839.269	762.331	10,9%	9,1%	PT Pertamina Hulu Energi
<b>Total</b>	<b>5.766.764</b>	<b>5.952.215</b>	<b>74,7%</b>	<b>61,8%</b>	<b>Total</b>

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**28. BEBAN POKOK PENDAPATAN**

Rincian beban pokok pendapatan adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2020	2019
Jasa subkontrak	1.798.095	1.503.044
Gaji, upah, dan kesejahteraan karyawan	1.082.442	1.109.099
Penyusutan dan amortisasi	723.183	426.174
Sewa	544.748	1.063.238
Bahan pembantu yang digunakan	355.057	302.716
Bahan bakar	190.415	518.242
Perbaikan dan pemeliharaan	141.927	68.141
Fasilitas kantor	126.452	150.933
Mobilisasi dan demobilisasi	112.123	110.393
Utilitas	64.422	45.171
Transportasi dan perjalanan	61.050	103.977
Perizinan	54.996	39.008
Perlengkapan <i>workshop</i>	44.375	47.513
Jasa profesional	38.434	36.078
Asuransi	29.169	22.621
Representasi dan donasi	22.421	62.569
Perlengkapan kantor	10.393	5.171
Pos dan telekomunikasi	8.616	6.978
Pelatihan	7.050	3.041
Perpajakan	6.049	7.033
Lain-lain (masing-masing di bawah Rp5.000)	4.796	18.356
	5.426.213	5.649.496
Persediaan awal	90.666	76.194
Pembelian	1.612.182	1.879.016
Persediaan akhir	(144.589)	(90.666)
	1.558.259	1.864.544
<b>Total</b>	<b>6.984.472</b>	<b>7.514.040</b>

Pembelian dari pemasok dengan jumlah lebih besar dari 10% pendapatan adalah dari PT Pertamina (Persero) masing-masing sebesar Rp1.389.051 dan Rp2.037.648 untuk tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019.

**29. BEBAN UMUM DAN ADMINISTRASI**

Rincian beban umum dan administrasi adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2020	2019
Gaji, upah, dan kesejahteraan karyawan	203.712	225.911
Jasa teknik dan profesional	21.694	15.739
Fasilitas kantor	21.504	22.566
Utilitas	10.841	6.020
Office support	9.119	6.841
Transportasi dan perjalanan dinas	6.952	18.968
Sewa	5.551	3.546
Lain-lain (masing-masing di bawah Rp5.000)	23.109	33.630
	302.482	333.221
<b>Total</b>	<b>302.482</b>	<b>333.221</b>

**28. COST OF REVENUES**

The details of cost of revenues are as follows:

Sub-contract services
Salaries, wages, and employee benefits
Depreciation and amortization
Rent
Additional materials used
Fuel
Repairs and maintenance
Office facilities
Mobilization and demobilization
Utilities
Transportation and travelling
Permit
Workshop supplies
Professional service
Insurance
Representation and donation
Office supplies
Post and telecommunication
Training
Taxation
Others (each below Rp5,000)

Purchases from vendor that make up more than 10% of revenues are arising from PT Pertamina (Persero) amounting to Rp1,389,051 and Rp2,037,648 for the years ended December 31, 2020 and 2019, respectively.

**29. GENERAL AND ADMINISTRATIVE EXPENSES**

The details of general and administrative expenses are as follows:

Salaries, wages, and employee benefits
Technical and professional services
Office facilities
Utilities
Office support
Transportation and travelling
Rent
Others (each below Rp5,000)

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**30. BEBAN KEUANGAN**

Rincian beban keuangan adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2020	2019
Bunga pinjaman	36.658	47.048
Bunga liabilitas sewa	33.512	-
Bunga sukuk	24.325	-
Biaya administrasi bank	12.806	8.325
Amortisasi biaya pinjaman	1.466	1.747
Rugi (laba) selisih kurs atas pinjaman	23.432	(16.630)
<b>Total</b>	<b>132.199</b>	<b>40.490</b>

**30. FINANCE EXPENSES**

The details of finance expenses are as follows:

Interest on loan
Interest lease liability
sukuk interest
Bank administration charges
Amortization of costs of loan
Loss (gain) on foreign currency exchange of loan
<b>Total</b>

**31. PENGHASILAN (BEBAN) LAIN-LAIN**

Rincian akun ini adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2020	2019
Laba (rugi) selisih kurs mata uang asing - neto	583	(16.875)
Klaim asuransi	28.871	-
Lain-lain - neto (masing-masing di bawah Rp10.000)	17.025	1.170
<b>Neto</b>	<b>46.479</b>	<b>(15.705)</b>

**31. OTHER INCOME (EXPENSES)**

The details of this account is as follows:

Gain (loss) on foreign currency exchange differences - net
Insurance claim
Miscellaneous - net (each below Rp10,000)
<b>Net</b>

**32. INFORMASI BERELASI**

**MENGENAI**

**PIHAK-PIHAK**

**32. RELATED PARTIES INFORMATION**

Dalam kegiatan usaha normal, Grup melakukan transaksi dengan pihak-pihak berelasi. Entitas dianggap berelasi jika entitas tersebut, baik secara langsung maupun tidak langsung, dapat mengendalikan atau mengendalikan bersama, atau memiliki pengaruh signifikan atas Grup dalam pengambilan keputusan keuangan dan operasional. Entitas juga dianggap berelasi jika entitas tersebut sepengendalian dengan Grup. Karena entitas induk terakhir Perusahaan adalah Pemerintah Republik Indonesia, Grup mengakui hubungan berelasi dengan entitas berelasi dengan Pemerintah.

In the normal course of business, the Group enters into transactions with related parties. Entities are considered to be related if the entity has the ability, directly or indirectly, to control or jointly control or have significant influence over the Group in making financial and operating decisions. Entities are also considered to be related if they are under common control with the Group. Since the Company's ultimate parent is the Government of the Republic of Indonesia, the Group recognized related party relationship with Government-related entities.

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**32. INFORMASI MENGENAI PIHAK-PIHAK BERELASI (lanjutan)**

Transaksi dan saldo dengan pihak-pihak berelasi adalah sebagai berikut:

a) Kas dan setara kas (Catatan 4)

	31 Desember/December 31		31 Desember/December 31		Persentase terhadap total aset/ Percentage to total assets (%)
	2020	2019	2020	2019	
<b>Bank</b>					
PT Bank Mandiri (Persero) Tbk	293.226	268.799	3,9	3,9	
PT Bank Rakyat Indonesia (Persero) Tbk	124.013	96.157	1,6	1,4	
PT Bank Rakyat Indonesia Syariah	95.330	2.468	1,3	0,0	
PT Bank Negara Indonesia (Persero) Tbk	85.825	354.742	1,1	5,2	
PT Bank BNI Syariah	3.393	1.677	0,0	0,0	
PT Bank Rakyat Indonesia Agroniaga Tbk	1.745	1.717	0,0	0,0	
PT Bank Syariah Mandiri	656	620	0,0	0,0	
Subtotal	604.188	726.180	7,9	10,5	
<b>Call deposit dan deposito berjangka</b>					
PT Bank Rakyat Indonesia Syariah	355.000	-	4,7	-	
PT Bank Mandiri Taspen	20.000	-	0,3	-	
PT Bank BNI Syariah	10.000	10.000	0,1	0,1	
PT Bank Jawa Barat Tbk	10.000	-	0,1	-	
PT Bank BTPN Syariah	10.000	-	0,1	-	
PT Bank Rakyat Indonesia (Persero) Tbk	-	17.496	-	0,3	
PT Bank Tabungan Negara (Persero) Tbk	-	9.000	-	0,1	
Subtotal	405.000	36.496	5,3	0,5	
<b>Total</b>	<b>1.009.188</b>	<b>762.676</b>	<b>13,2</b>	<b>11,0</b>	<b>Total</b>

**32. RELATED PARTIES INFORMATION (continued)**

Transactions and balances with related parties are as follows:

a) Cash and cash equivalents (Note 4)

	31 Desember/December 31		31 Desember/December 31		Persentase terhadap total aset/ Percentage to total assets (%)
	2020	2019	2020	2019	
<b>Cash in banks</b>					
PT Bank Mandiri (Persero) Tbk	293.226	268.799	3,9	3,9	
PT Bank Rakyat Indonesia (Persero) Tbk	124.013	96.157	1,6	1,4	
PT Bank Rakyat Indonesia Syariah	95.330	2.468	1,3	0,0	
PT Bank Negara Indonesia (Persero) Tbk	85.825	354.742	1,1	5,2	
PT Bank BNI Syariah	3.393	1.677	0,0	0,0	
PT Bank Rakyat Indonesia Agroniaga Tbk	1.745	1.717	0,0	0,0	
PT Bank Syariah Mandiri	656	620	0,0	0,0	
Sub-total	604.188	726.180	7,9	10,5	
<b>Call deposits and time deposits</b>					
PT Bank Rakyat Indonesia Syariah	355.000	-	4,7	-	
PT Bank Mandiri Taspen	20.000	-	0,3	-	
PT Bank BNI Syariah	10.000	10.000	0,1	0,1	
PT Bank Jawa Barat Tbk	10.000	-	0,1	-	
PT Bank BTPN Syariah	10.000	-	0,1	-	
PT Bank Rakyat Indonesia (Persero) Tbk	-	17.496	-	0,3	
PT Bank Tabungan Negara (Persero) Tbk	-	9.000	-	0,1	
Sub-total	405.000	36.496	5,3	0,5	
<b>Total</b>	<b>1.009.188</b>	<b>762.676</b>	<b>13,2</b>	<b>11,0</b>	<b>Total</b>

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**PIHAK-PIHAK**

**32. RELATED PARTIES INFORMATION (continued)**

b) Piutang usaha (Catatan 5)

b) Trade receivables (Note 5)

	31 Desember/December 31		31 Desember/December 31		
	2020	2019	2020	2019	
	Persentase terhadap total aset/Percentage to total assets (%)				
<u>Difakturkan</u>					<u>Billed</u>
PT Pertamina EP	90.478	91.093	1,2	1,3	PT Pertamina EP
PT Pertamina (Persero)	33.118	165.985	0,4	2,4	PT Pertamina (Persero)
PT Pertamina Hulu Energi	29.032	55.063	0,4	0,8	PT Pertamina Hulu Energi
PT Pertamina Hulu Indonesia	26.872	107.228	0,4	1,6	PT Pertamina Hulu Indonesia
PT Perusahaan Gas Negara Tbk	25.983	13.588	0,3	0,2	PT Perusahaan Gas Negara Tbk
PT Tugu Pratama Indonesia	15.344	-	0,2	-	PT Tugu Pratama Indonesia
PT Pertamina Drilling Service	6.402	16.869	0,1	0,2	PT Pertamina Drilling Service
Nusantara Regas	5.224	5.185	0,1	0,1	Nusantara Regas
PT Pertamina Power Indonesia	3.714	-	0,1	-	PT Pertamina Power Indonesia
PT Pertamina Patra Niaga	3.295	2.804	0,0	0,0	PT Pertamina Patra Niaga
Lain-lain (masing-masing dibawah 0,5% dari modal disetor)	18.732	29.175	0,2	0,5	Others (each below 0.5% of paid-in capital)
Subtotal	258.194	486.990	3,4	7,1	Sub-total
<u>Belum difakturkan</u>					<u>Unbilled</u>
PT Pertamina EP	625.872	454.593	8,3	6,7	PT Pertamina EP
PT Pertamina (Persero)	550.867	329.911	7,3	4,8	PT Pertamina (Persero)
PT Pertamina Hulu Energi	217.164	386.772	2,9	5,7	PT Pertamina Hulu Energi
PT Pertamina Hulu Indonesia	174.515	101.331	2,3	1,5	PT Pertamina Hulu Indonesia
PT Perusahaan Gas Negara Tbk	69.399	33.011	0,9	0,5	PT Perusahaan Gas Negara Tbk
PT Pertamina Drilling Services	7.354	11.378	0,1	0,2	PT Pertamina Drilling Services
PT Pertamina Geothermal Energy	3.971	22.518	0,0	0,3	PT Pertamina Geothermal Energy
Lain-lain (masing-masing dibawah 0,5% dari modal disetor)	11.457	21.431	0,2	0,3	Others (each below 0.5% of paid-in capital)
Subtotal	1.660.599	1.360.945	22,0	20,0	Sub-total
Total	1.918.793	1.847.935	25,4	27,1	Total
Penyisihan penurunan nilai	(12.284)	(12.270)	(0,2)	(0,2)	Allowance for impairment
<b>Neto</b>	<b>1.906.509</b>	<b>1.835.665</b>	<b>25,2</b>	<b>26,9</b>	<b>Net</b>



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**32. RELATED PARTIES INFORMATION (continued)**

c) Aset keuangan lancar lainnya (Catatan 6)

c) Other current financial assets (Note 6)

	31 Desember/December 31		31 Desember/December 31		
	2020	2019	2020	2019	
	Persentase terhadap total aset/Percentage to total assets (%)				
<b>Piutang lain-lain</b>					<b>Other receivables</b>
PT Asuransi Tugu Pratama Indonesia Tbk	15.344	-	0,2	-	PT Asuransi Tugu Pratama Indonesia Tbk
<b>Piutang sewa pembiayaan - bagian lancar</b>					<b>Finance lease receivables - current portion</b>
PT Pertamina (Persero)	23.457	20.837	0,3	0,3	PT Pertamina (Persero)
PT Pertamina Patra Niaga	6.156	5.910	0,1	0,1	PT Pertamina Patra Niaga
PT Pertamina EP	-	3.749	-	0,1	PT Pertamina EP
<b>Total</b>	<b>44.957</b>	<b>30.496</b>	<b>0,6</b>	<b>0,5</b>	<b>Total</b>

d) Aset keuangan tidak lancar lainnya (Catatan 10)

d) Other non-current financial assets (Note 10)

	31 Desember/December 31		31 Desember/December 31		
	2020	2019	2020	2019	
	Persentase terhadap total aset/Percentage to total assets (%)				
<b>Piutang sewa pembiayaan - bagian tidak lancar</b>					<b>Finance lease receivables - non-current portion</b>
PT Pertamina (Persero)	174.458	286.221	2,3	4,2	PT Pertamina (Persero)
PT Pertamina Patra Niaga	144.622	41.018	1,9	0,6	PT Pertamina Patra Niaga
PT Pertamina EP	6.549	6.549	0,1	0,1	PT Pertamina EP
<b>Total</b>	<b>325.629</b>	<b>333.788</b>	<b>4,3</b>	<b>4,9</b>	<b>Total</b>

e) Pinjaman bank jangka pendek (Catatan 16)

e) Short-term bank loans (Note 16)

	31 Desember/December 31		31 Desember/December 31		
	2020	2019	2020	2019	
	Persentase terhadap total liabilitas/Percentage to total liabilities (%)				
PT Bank Negara Indonesia (Persero) Tbk	1.063	-	0,0	-	PT Bank Negara Indonesia (Persero) Tbk
<b>Total</b>	<b>1.063</b>	<b>-</b>	<b>0,0</b>	<b>-</b>	<b>Total</b>

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**BERELASI (lanjutan)**

**PIHAK-PIHAK**

**32. RELATED PARTIES INFORMATION (continued)**

f) Utang usaha (Catatan 17)

f) Trade payables (Note 17)

	31 Desember/December 31		31 Desember/December 31		
	2020	2019	2020	2019	
	Persentase terhadap total liabilitas/Percentage to total liabilities (%)				
PT Pertamina (Persero)	197.013	218.884	5,1	6,8	PT Pertamina (Persero)
PT Pertamina Patra Niaga	14.331	15.065	0,4	0,5	PT Pertamina Patra Niaga
PT Pertamina Retail	5.172	4.442	0,1	0,1	PT Pertamina Retail
Lain-lain (masing-masing di bawah 0,5% dari modal disetor)	7.259	6.235	0,2	0,2	Others (each below 0.5% of paid-in capital)
<b>Total</b>	<b>223.775</b>	<b>244.626</b>	<b>5,8</b>	<b>7,6</b>	<b>Total</b>

g) Pendapatan ditangguhkan (Catatan 23)

g) Deferred income (Note 23)

	31 Desember/December 31		31 Desember/December 31		
	2020	2019	2020	2019	
	Persentase terhadap total liabilitas/Percentage to total liabilities (%)				
PT Pertamina (Persero)	90.950	101.650	2,4	3,1	PT Pertamina (Persero)
<b>Total</b>	<b>90.950</b>	<b>101.650</b>	<b>2,4</b>	<b>3,1</b>	<b>Total</b>

h) Kompensasi personil manajemen kunci

h) Key management personnel compensation

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2020	2019	
Imbalan kerja jangka pendek	30.272	32.018	Short-term employee benefits
Pesangon pemutusan kerja	2.719	1.797	Termination benefits
<b>Total</b>	<b>32.991</b>	<b>33.815</b>	<b>Total</b>

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**32. INFORMASI MENGENAI BERELASI (lanjutan)**

**PIHAK-PIHAK**

**32. RELATED PARTIES INFORMATION (continued)**

i) Pendapatan (Catatan 27)

i) Revenues (Note 27)

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2020	2019	2020	2019	
	Persentase terhadap total pendapatan/ Percentage to total revenues (%)		Persentase terhadap total pendapatan/ Percentage to total revenues (%)		
PT Pertamina (Persero)	2.694.692	2.586.687	34,9	30,8	PT Pertamina (Persero)
PT Pertamina EP	1.283.218	1.688.629	16,6	20,1	PT Pertamina EP
PT Pertamina Hulu Indonesia	949.585	914.568	12,3	10,9	PT Pertamina Hulu Indonesia
PT Pertamina Hulu Energi	839.269	762.331	10,9	9,1	PT Pertamina Hulu Energi
PT Perusahaan Gas Negara Tbk	174.183	59.909	2,3	0,7	PT Perusahaan Gas Negara Tbk
PT Pertamina Patra Niaga	18.547	13.219	0,2	0,2	PT Pertamina Patra Niaga
PT Tugu Pratama Indonesia	16.474	502	0,2	0,0	PT Tugu Pratama Indonesia
PT Pertamina Drilling Services Indonesia	11.889	25.001	0,2	0,3	PT Pertamina Drilling Services Indonesia
PT Pertamina Geothermal Energy	5.869	46.419	0,1	0,6	PT Pertamina Geothermal Energy
PT Pertamina Power Indonesia	5.496	-	0,1	-	PT Pertamina Power Indonesia
PT Pertamina Lubricant	4.735	3.903	0,1	0,0	PT Pertamina Lubricant
PT Pertamina EP Cepu	4.660	-	0,0	-	PT Pertamina EP Cepu
PT Pertamina Retail	4.252	2.633	0,0	0,0	PT Pertamina Retail
Lain-lain (masing-masing di bawah 0,5% dari modal disetor)	56.625	82.474	0,7	1,0	Others (each below 0.5% of paid-in capital)
<b>Total</b>	<b>6.069.494</b>	<b>6.186.275</b>	<b>78,6</b>	<b>73,7</b>	<b>Total</b>

j) Pembelian (Catatan 28)

j) Purchases (Note 28)

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2020	2019	2020	2019	
	Persentase terhadap total beban pokok pendapatan/ Percentage to total cost of revenues (%)		Persentase terhadap total beban pokok pendapatan/ Percentage to total cost of revenues (%)		
PT Pertamina (Persero)	1.389.051	2.037.648	19,9	27,1	PT Pertamina (Persero)
Koperasi Karyawan Elnusa	407.868	312.270	5,8	4,2	Koperasi Karyawan Elnusa
PT Pertamina Niaga	75.052	30.437	1,1	0,4	PT Pertamina Niaga
PT Pertamina Lubricant	17.379	16.792	0,2	0,2	PT Pertamina Lubricant
PT Tugu Pratama Indonesia	12.619	8.094	0,2	0,1	PT Tugu Pratama Indonesia
PT Pertamina Retail	8.097	10.058	0,1	0,1	PT Pertamina Retail
PT Pertamina Bina Medika	6.631	3.253	0,1	0,1	PT Pertamina Bina Medika
PT Pertamina Trans Kontinental	5.178	9.312	0,1	0,1	PT Pertamina Trans Kontinental
PT Patra Jasa	4.611	-	0,1	-	PT Patra Jasa
Lain-lain (masing-masing di bawah 0,5% dari modal disetor)	912	2.762	0,0	0,0	Others (each below 0.5% of paid-in capital)
<b>Total</b>	<b>1.927.398</b>	<b>2.430.626</b>	<b>27,6</b>	<b>32,3</b>	<b>Total</b>

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**32. INFORMASI MENGENAI PIHAK-PIHAK BERELASI (lanjutan)**

Ringkasan sifat hubungan dan transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut:

**32. RELATED PARTIES INFORMATION (continued)**

Summary of the nature of the relationship and significant transactions with related parties is as follows:

No.	Pihak-pihak berelasi/ Related parties	Sifat hubungan/ Nature of relationship	Sifat transaksi/ Nature of transaction
1.	PT Pertamina (Persero)	Entitas induk/Parent	Penjualan barang dan jasa dan pembelian barang dagangan/ Sales of goods and services and purchases of merchandise inventories
2.	PT Pertamina EP	Entitas sepengendali/ Entity under common control	Penjualan jasa/ Sales of services
3.	PT Pertamina Gas	Entitas sepengendali/ Entity under common control	Penjualan barang dan jasa/ Sales of goods and services
4.	PT Pertamina Hulu Energi	Entitas sepengendali/ Entity under common control	Penjualan jasa/ Sales of services
5.	PT Pertamina Hulu Indonesia	Entitas sepengendali/ Entity under common control	Penjualan jasa/ Sales of services
6.	PT Pertamina Geothermal Energy	Entitas sepengendali/ Entity under common control	Penjualan jasa/ Sales of services
7.	PT Pertamina Drilling Services Indonesia	Entitas sepengendali/ Entity under common control	Penjualan jasa/ Sales of services
8.	PT Pertamina Lubricant	Entitas sepengendali/ Entity under common control	Penjualan barang dan pembelian barang dagangan/ Sales of goods and purchases of merchandise inventories
9.	PT Nusantara Regas	Entitas sepengendali/ Entity under common control	Penjualan jasa/ Sales of services
10.	PT Perusahaan Gas Negara Tbk	Entitas sepengendali/ Entity under common control	Penjualan jasa/ Sales of services
11.	PT Asuransi Tugu Pratama Indonesia Tbk	Entitas sepengendali/ Entity under common control	Pembelian jasa asuransi/ Purchases of insurance services
12.	PT Pertamina Retail	Entitas sepengendali/ Entity under common control	Pembelian barang dagangan/ Purchases of merchandise Inventories
13.	PT Pertamina Patra Niaga	Entitas sepengendali/ Entity under common control	Pembelian barang dagangan/ Purchases of merchandise Inventories
14.	PT Pertamina Trans Kontinental	Entitas sepengendali/ Entity under common control	Pembelian jasa sewa/ Purchases of rental services
15.	Koperasi Karyawan Elnusa	Manajemen kunci yang sama/ Common key management	Pembelian jasa sewa dan alih daya/ Purchases of rental and outsourcing services
16.	PT Pertamina EP Cepu	Entitas sepengendali/ Entity under common control	Penjualan jasa/ Sales of services
17.	PT Patra Jasa	Entitas sepengendali/ Entity under common control	Penjualan jasa/ Sales of services
18.	PT Bank Mandiri (Persero) Tbk	Entitas berelasi dengan Pemerintah/ Government-related entity	Jasa perbankan/ Banking services
19.	PT Bank Negara Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah/ Government-related entity	Jasa perbankan/ Banking services
20.	PT Bank BNI Syariah	Entitas berelasi dengan Pemerintah/ Government-related entity	Jasa perbankan/ Banking services

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Ringkasan sifat hubungan dan transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut:

No.	Pihak-pihak berelasi/ <i>Related parties</i>	Sifat hubungan/ <i>Nature of relationship</i>	Sifat transaksi/ <i>Nature of transaction</i>
21.	PT Bank Rakyat Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah/ <i>Government-related entity</i>	Jasa perbankan/ <i>Banking services</i>
22.	PT Bank Syariah Mandiri	Entitas berelasi dengan Pemerintah/ <i>Government-related entity</i>	Jasa perbankan/ <i>Banking services</i>
23.	PT Bank Tabungan Negara (Persero) Tbk	Entitas berelasi dengan Pemerintah/ <i>Government-related entity</i>	Jasa perbankan/ <i>Banking services</i>
24.	PT Bank Rakyat Indonesia Syariah	Entitas berelasi dengan Pemerintah/ <i>Government-related entity</i>	Jasa perbankan/ <i>Banking services</i>
25.	PT Bank Rakyat Indonesia Agri Niaga Tbk	Entitas berelasi dengan Pemerintah/ <i>Government-related entity</i>	Jasa perbankan/ <i>Banking services</i>
26.	PT Bank Mandiri Taspen	Entitas berelasi dengan Pemerintah/ <i>Government-related entity</i>	Jasa perbankan/ <i>Banking services</i>
27.	PT Bank Jawa Barat Tbk	Entitas berelasi dengan Pemerintah/ <i>Government-related entity</i>	Jasa perbankan/ <i>Banking services</i>

**32. RELATED PARTIES INFORMATION (continued)**

*Summary of the nature of the relationship and significant transactions with related parties is as follows:*

**33. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI**

**a. Perkara hukum**

PT Bank Mega Tbk

Pada tanggal 18 Mei 2011, Perusahaan mengajukan gugatan perdata melalui Pengadilan Negeri Jakarta Selatan kepada PT Bank Mega Tbk ("Bank Mega") atas pencairan deposito senilai Rp111.000 yang dilakukan tanpa persetujuan Perusahaan. Gugatan ini terdaftar dalam Perkara No. 284/Pdt.G/2011/PN.Jkt.Sel. Pada tanggal 21 Juli 2011, Majelis Hakim Pengadilan Negeri Jakarta Selatan mengeluarkan penetapan sita jaminan atas 2 (dua) bidang tanah milik Bank Mega berdasarkan sertifikat sebagai berikut:

- i. Sertifikat Hak Guna Bangunan ("HGB") No. 95/Mampang Prapatan, Jakarta Selatan, tercatat atas nama PT Bank Mega Tbk;
- ii. Sertifikat HGB No. 97/Mampang Prapatan, Jakarta Selatan, tercatat atas nama PT Bank Mega Tbk.

**33. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES**

**a. Legal case**

PT Bank Mega Tbk

*On May 18, 2011, the Company filed a civil lawsuit with the South Jakarta District Court against PT Bank Mega Tbk ("Bank Mega") on liquidation of deposits worth Rp111,000 without the consent of the Company. The lawsuit was registered in Case No. 284/Pdt.G/2011/PN.Jkt.Sel. On July 21, 2011, the Panel of Judges of the South Jakarta District Court issued an order of collateral foreclosure on 2 (two) plots of land owned by Bank Mega based on the following certificates:*

- i. *Building Rights Title ("HGB") Certificate No. 95/Mampang Prapatan, South Jakarta, registered under the name of PT Bank Mega Tbk;*
- ii. *HGB Certificate No. 97/Mampang Prapatan, South Jakarta, registered under the name of PT Bank Mega Tbk.*

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**33. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)**

**a. Perkara hukum (lanjutan)**

PT Bank Mega Tbk (lanjutan)

Pada tanggal 22 Maret 2012, Pengadilan Negeri Jakarta Selatan mengeluarkan Putusan No. 284/Pdt.G/2011/PN.Jkt.Sel yang isinya, antara lain, mengabulkan gugatan Perusahaan untuk sebagian dan memerintahkan Bank Mega untuk membayar dana deposito senilai Rp111.000 dan bunga 6% per tahun kepada Perusahaan.

Atas putusan tersebut, pada tanggal 16 April 2012, Bank Mega mengajukan Memori Banding kepada Pengadilan Tinggi DKI Jakarta. Pada tanggal 11 Mei 2012, Perusahaan menyampaikan Kontra Memori Banding kepada Pengadilan Tinggi DKI Jakarta.

Pada tanggal 5 Februari 2013, Pengadilan Tinggi DKI Jakarta mengeluarkan Putusan No. 237/Pdt/2012/PT.DKI tertanggal 10 Januari 2013 yang isinya menguatkan putusan Pengadilan Negeri Jakarta Selatan yang memerintahkan Bank Mega untuk membayar dana deposito senilai Rp111.000 dan bunga 6% per tahun kepada Perusahaan.

Atas putusan banding tersebut, pada tanggal 26 Februari 2013, Bank Mega mengajukan Memori Kasasi kepada Mahkamah Agung Republik Indonesia ("MA") yang pemberitahuannya diterima oleh Perusahaan pada tanggal 13 Maret 2013. Pada tanggal 26 Maret 2013, Perusahaan menyampaikan Kontra Memori Kasasi kepada MA.

Pada tanggal 8 Januari 2015, Perusahaan menerima Surat Pemberitahuan Isi Putusan Kasasi MA No. 1111 K/Pdt/2013 tertanggal 12 Februari 2014 yang isinya menolak permohonan kasasi Bank Mega. Dengan demikian, MA telah menguatkan putusan Pengadilan Tinggi DKI Jakarta dan Pengadilan Negeri Jakarta Selatan yang memerintahkan Bank Mega untuk membayar dana deposito senilai Rp111.000 dan bunga 6% per tahun kepada Perusahaan.

**33. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)**

**a. Legal case (continued)**

PT Bank Mega Tbk (continued)

*On March 22, 2012, the South Jakarta District Court issued Verdict No. 284/Pdt.G/2011/PN.Jkt.Sel, the decision of which, among others, partially accepted the lawsuit filed by the Company and ordered Bank Mega to pay the deposits fund amounting to Rp111,000 and interest of 6% per annum to the Company.*

*Responding to the verdict, on April 16, 2012, Bank Mega filed a Memorandum of Appeal to the Jakarta High Court. On May 11, 2012, the Company submitted its Counter-Memorandum of Appeal to the Jakarta High Court.*

*On February 5, 2013, the Jakarta High Court issued Verdict No. 237/Pdt/2012/PT.DKI dated January 10, 2013, which reaffirmed the verdict issued by the South Jakarta District Court which ordered Bank Mega to pay the deposits fund amounting to Rp111,000 and interest of 6% per annum to the Company.*

*Responding to the appeal verdict, on February 26, 2013, Bank Mega filed a Memorandum of Cassation to the Supreme Court of the Republic of Indonesia (the "Supreme Court") of which the notice was received by the Company on March 13, 2013. On March 26, 2013, the Company submitted its Counter-Memorandum of Cassation to the Supreme Court.*

*On January 8, 2015, the Company received the Verdict Notification Letter from the Supreme Court No. 1111 K/Pdt/2013 dated February 12, 2014, which rejected the cassation filed by Bank Mega. As such, the Supreme Court has reaffirmed the verdicts issued by the Jakarta High Court and the South Jakarta District Court which ordered Bank Mega to pay the deposits fund amounting to Rp111,000 and interest of 6% per annum to the Company.*

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**33. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)**

**a. Perkara hukum (lanjutan)**

PT Bank Mega Tbk (lanjutan)

Atas putusan kasasi tersebut, pada tanggal 25 Maret 2015, Bank Mega mengajukan Memori Peninjauan Kembali ("PK") kepada MA. Pada tanggal 25 Mei 2015, Perusahaan menyampaikan Kontra Memori PK kepada MA. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, Perusahaan belum menerima putusan atas PK tersebut dari MA.

Sehubungan dengan adanya putusan kasasi tersebut, Perusahaan mengajukan permohonan eksekusi kepada Pengadilan Negeri Jakarta Selatan melalui surat tertanggal 13 April 2015. Ketua Pengadilan Negeri Jakarta Selatan kemudian menerbitkan Penetapan No. 10/Eks.Pdt/2016 jo. No. 284/Pdt.G/2011/PN.Jkt.Sel tertanggal 23 Februari 2016 yang memerintahkan pemberian teguran (*Aanmaning*) kepada Bank Mega agar melaksanakan putusan pengadilan tersebut. Pada tanggal 23 Maret 2016, Ketua Pengadilan Negeri Jakarta Selatan memberikan teguran (*Aanmaning*) kepada Bank Mega dimana Bank Mega menolak melakukan pembayaran dengan alasan telah mengajukan gugatan perlawanan dalam Perkara No. 162/Pdt.G/2016/PN.Jkt.Sel.

Pada tanggal 31 Maret 2016, Perusahaan mengajukan permohonan lelang eksekusi atas 2 (dua) bidang tanah milik Bank Mega yang telah ditetapkan sebagai sita jaminan dalam perkara ini kepada Pengadilan Negeri Jakarta Selatan. Ketua Pengadilan Negeri Jakarta Selatan kemudian menerbitkan Penetapan No. 10/Eks.Pdt/2016 jo. No. 284/Pdt.G/2011/PN.Jkt.Sel tertanggal 12 April 2016 yang memerintahkan pelaksanaan eksekusi pelelangan/penjualan di muka umum atas aset-aset sita jaminan tersebut.

**33. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)**

**a. Legal case (continued)**

PT Bank Mega Tbk (continued)

Responding to the cassation verdict, on March 25, 2015, Bank Mega filed a Memorandum of Judicial Review to the Supreme Court. On May 25, 2015, the Company submitted its Counter-Memorandum of Judicial Review to the Supreme Court. Up to the date of completion of the consolidated financial statements, the Company has not yet received the verdict on such Judicial Review from the Supreme Court.

In relation to the cassation verdict, the Company filed a request for execution to the South Jakarta District Court through a letter dated April 13, 2015. The Head of the South Jakarta District Court then issued Order No. 10/Eks.Pdt/2016 jo. No. 284/Pdt.G/2011/PN.Jkt.Sel dated February 23, 2016 which ordered the issuance of a warning (*Aanmaning*) to Bank Mega to implement the courts verdicts. On March 23, 2016, the Head of the South Jakarta District Court issued the warning (*Aanmaning*) to Bank Mega in which Bank Mega refused to pay on the reason that it has filed a tierce opposition which was registered in Case No. 162/Pdt.G/2016/PN.Jkt.Sel.

On March 31, 2016, the Company filed a request for executionary auction on 2 (two) plots of land owned by Bank Mega which have been determined as collateral foreclosure in this case to the South Jakarta District Court. The Head of South Jakarta District Court then issued Order No. 10/Eks.Pdt/2016 jo. No. 284/Pdt.G/2011/PN.Jkt.Sel dated April 12, 2016 which ordered the implementation of public executionary auction/sale on such collateral foreclosure assets.

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**33. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)**

**a. Perkara hukum (lanjutan)**

PT Bank Mega Tbk (lanjutan)

Pada tanggal 6 Desember 2017, Perusahaan menerima dari kuasa hukum Perusahaan Salinan Putusan Pengadilan Negeri Jakarta Selatan terkait gugatan Perlawanan Bank Mega No. 162/Pdt.G/2016/PN.Jkt.Sel tertanggal 25 Oktober 2017, yang isinya antara lain Menolak gugatan perlawanan Bank Mega untuk seluruhnya. Selanjutnya pada tanggal 10 Januari 2018, Perusahaan telah menerima relaas (surat) pemberitahuan dari Pengadilan Negeri Jakarta Selatan tentang penyerahan memori banding Bank Mega terhadap putusan perlawanan tersebut.

Terhadap Memori Banding Bank Mega, pada tanggal 26 Maret 2018, kuasa hukum Perusahaan mengajukan Kontra Memori Banding kepada Pengadilan Tinggi DKI Jakarta melalui Pengadilan Negeri Jakarta Selatan.

Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, perkara ini masih dalam proses di Pengadilan Tinggi DKI Jakarta.

Manajemen yakin bahwa perkara hukum di atas tidak akan berdampak material yang berpotensi merugikan posisi keuangan, hasil operasi maupun arus kas Perusahaan.

**b. Perjanjian kerja sama**

Pusat Data dan Informasi Energi dan Sumber Daya Mineral ("PUSDATIN")

Pada bulan Maret 1998, PND menandatangani Perjanjian Kerjasama dengan Direktur Jenderal Minyak dan Gas ("Dirjen Migas") No. 242A/32/DJM/1998: 012/PND/KTR/X100/98 untuk pengelolaan dan pemasyarakatan data minyak dan gas bumi. Perjanjian ini didasari atas Surat Keputusan No. 176.K.702/D.DJM/1997 tanggal 24 November 1997, tentang penunjukan PND sebagai pelaksana pengelolaan dan pemasyarakatan data eksplorasi dan eksploitasi minyak dan gas bumi.

**33. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)**

**a. Legal case (continued)**

PT Bank Mega Tbk (continued)

On December 6, 2017, the Company received the Verdict Letter from South Jakarta District Court, in relation to the Bank Mega's case No. 162/Pdt.G/2016/PN.Jkt.Sel dated October 25, 2017 from the Company legal counsels, whose contents include rejecting the Bank Mega resistance lawsuit to the entirely. Subsequently, on January 10, 2018, the Company has received the letter of notification from South Jakarta District Court on submission letter of Bank Mega memorandum appeal to the resolution's decision.

Responding to Bank Mega Memorandum Appeal, on March 26, 2018, the Company filed Counter – Memorandum Appeal to Jakarta High Court, through South Jakarta District Court.

Until the completion date of the consolidated financial statements, the case is still in process at DKI Jakarta High Court.

Management believes they will not have a material adverse effect on the financial position, operating results or cash flows of the Group.

**b. Cooperation agreement**

Pusat Data dan Informasi Energi dan Sumber Daya Mineral ("PUSDATIN")

In March 1998, PND entered into a Cooperation Agreement with the Director General of Oil and Gas ("Dirjen Migas") No. 242A/32/DJM/1998: 012/PND/KTR/X100/98 to manage and socialise the oil and gas data. This agreement was based on the Decision Letter No. 176.K/702/D.DJM/1997 dated November 24, 1997, regarding the appointment of PND as the executor of oil and gas exploration and exploitation data management and socialization.



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**b. Perjanjian kerja sama (lanjutan)**

Pusat Data dan Informasi Energi dan Sumber Daya Mineral ("PUSDATIN") (lanjutan)

Selanjutnya pada tanggal 4 Januari 2007, PND bersama dengan Dirjen Migas dan PUSDATIN menandatangani Amandemen Perjanjian Kerjasama. Dalam amendemen perjanjian tersebut disebutkan bahwa Dirjen Migas mengalihkan seluruh hak dan kewajibannya kepada PUSDATIN. PUSDATIN akan memperoleh 5% hingga 15% dari penghasilan PND yang diperoleh dari pengelolaan dan pemasyarakatan data dan disetorkan ke Kas Negara dalam bentuk Penerimaan Negara Bukan Pajak ("PNBP"). Amandemen Perjanjian Kerja Sama ini akan berlaku sampai dengan tanggal 10 Maret 2018.

Sejak tanggal 11 Maret 2018, PT Pertamina (Persero) ditunjuk sebagai pelaksana pengelolaan dan pemasyarakatan data eksplorasi dan eksploitasi minyak dan gas bumi. PT Pertamina (Persero) menunjuk langsung PND untuk pengelolaan dan pemasyarakatan data tersebut sampai dengan 29 Januari 2021.

Grup Pertamina

Perusahaan menandatangani berbagai perjanjian pekerjaan jasa data seismic, drilling dan oilfield maintenance dengan Grup Pertamina. Perjanjian-perjanjian ini akan berakhir pada berbagai tanggal antara tanggal 12 Januari 2019 sampai 9 November 2021.

EPN menandatangani beberapa perjanjian dengan PT Pertamina (Persero) mengenai pengelolaan truk tangki dan jasa sewa pakai truk tangki di beberapa wilayah. Perjanjian ini akan berakhir pada berbagai tanggal antara tanggal 31 Januari 2020 sampai dengan tanggal 28 Februari 2022. Pada tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019, total penghasilan jasa dan sewa dari perjanjian tersebut masing-masing sebesar Rp1.776.424 dan Rp1.970.585.

**33. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)**

**b. Cooperation agreement (continued)**

Pusat Data dan Informasi Energi dan Sumber Daya Mineral ("PUSDATIN") (continued)

Furthermore, on January 4, 2007, PND together with the Dirjen Migas and the PUSDATIN signed the Amendment on the Cooperation Agreement. The amended agreement stated that the Dirjen Migas transferred all of its rights and obligations to PUSDATIN. PUSDATIN will receive a 5% to 15% share from the proceeds of data management and socialization obtained by PND which shall be paid to the State Treasury as Non-tax State Revenues ("PNBP"). The amended Cooperation Agreement will be valid until March 10, 2018.

Since March 11, 2018, PT Pertamina (Persero) has the right as the executor of oil and gas exploration and exploitation data management and socialization. PND received direct appointment from PT Pertamina (Persero) for those data management and socialization valid until January 29, 2021.

Pertamina Group

The Company signed several seismic data, drilling and oilfield maintenance services agreements with Pertamina Group. These agreements are valid up to various dates from January 12, 2019 until November 9, 2021.

EPN signed several agreements with PT Pertamina (Persero) on the management of fuel transportation vehicles and also rental of transportation vehicles services covering several areas. The agreements will be valid up to various dates from January 31, 2020 until February 28, 2022. For the years ended December 31, 2020 and 2019, total service and rental income from these agreements amounted to Rp1,776,424 and Rp1,970,585, respectively.

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**33. PERJANJIAN PENTING, KOMITMEN DAN KONTINJENSI (lanjutan)**

**b. Perjanjian kerja sama (lanjutan)**

Grup Pertamina (lanjutan)

EPN dan PT Pertamina (Persero) menandatangani perjanjian penyediaan Jasa Depot Mini LPG *Pressurized* di Amurang, Sulawesi Utara ("Depot Mini LPG"). Jangka waktu perjanjian ini adalah 10 (sepuluh) tahun sejak dimulainya pengoperasian Depot Mini LPG. Pada saat berakhirnya perjanjian, PT Pertamina (Persero) atau afiliasinya berhak untuk membeli keseluruhan aset dengan nilai yang disepakati sebesar Rp107.000 atau memperpanjang perjanjian selama 5 (lima) tahun dengan tarif yang akan disesuaikan kemudian. Pada tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019, total penghasilan sewa dari perjanjian tersebut adalah sebesar Rp42.976 dan Rp6.183. Pada tanggal 31 Desember 2020 dan 2019, pendapatan tangguhan yang belum diamortisasi dari perjanjian tersebut adalah sebesar Rp90.950 dan Rp101.650.

PT Waskita Adhi Sejahtera ("WAS")

Perusahaan dan PT Waskita Adhi Perkasa ("WAS") menandatangani Perjanjian Kerjasama Operasi ("KSO") dengan tanggal efektif perjanjian yaitu 12 Desember 2016. KSO ini dibentuk untuk melakukan proyek jasa pemeliharaan elektrik dan instrumentasi dari BP Berau Ltd. Komposisi kepemilikan pada KSO adalah 51% oleh Perusahaan dan 49% oleh WAS.

**c. Komitmen pengeluaran barang modal**

Grup memiliki komitmen pengeluaran barang modal dalam menjalankan usaha normalnya. Pada tanggal 31 Desember 2020 dan 2019, total komitmen pengeluaran barang modal Grup yang belum terealisasi masing-masing sebesar Rp14.607 dan Rp851.

**d. Fasilitas penjaminan bank**

Grup memiliki beberapa fasilitas penjaminan bank yang batas maksimumnya tergabung dengan fasilitas pinjaman dari BNI, BRI, ICBC, Mizuho, UOB dan Mandiri (Catatan 16). Pada tanggal 31 Desember 2020 dan 2019, total fasilitas penjaminan bank yang belum digunakan masing-masing sebesar \$AS88.306.310 dan \$AS76.217.740.

**33. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)**

**b. Cooperation agreement (continued)**

Pertamina Group (continued)

EPN and PT Pertamina (Persero) entered into agreement to provide Depot Mini LPG *Pressurized Services* in Amurang, North Sulawesi ("Depot Mini LPG"). The duration of the agreement is 10 (ten) years since the start of operation of the Depot Mini LPG. At the end of the agreement, PT Pertamina (Persero) or its affiliates have rights to purchase the whole assets with agreed amount of Rp107,000 or to extend the agreement for 5 (five) years with later adjusted tariff. For the year ended December 31, 2020 and 2019, total rental income from the agreement amounted to Rp42,976 and Rp6,183. As of December 31, 2020 and 2019, unamortized deferred income from the agreement amounted to Rp90,950 and Rp101,650.

PT Waskita Adhi Sejahtera ("WAS")

The Company and PT Waskita Adhi Perkasa ("WAS") entered into Joint Operation ("JO") agreement with effective date of the agreement on December 12, 2016. The JO is established in order to perform electrical and instrumentation maintenance services project from BP Berau Ltd. The composition of ownerships in JO are 51% owned by the Company and 49% owned by WAS.

**c. Capital expenditure commitments**

The Group has capital expenditure commitments in the normal course of business. As of December 31, 2020 and 2019, the Group's total outstanding capital expenditure commitments amounted to Rp14,607 and Rp851, respectively.

**d. Bank guarantee facilities**

The Group has several bank guarantee facilities of which the maximum limits are combined with the loan facilities from BNI, BRI, ICBC, Mizuho, UOB and Mandiri (Note 16). As of December 31, 2020 and 2019, the total unused bank guarantee facilities amounted to US\$88,306,310 and US\$76,217,740, respectively.

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**34. INFORMASI SEGMENT**

Ringkasan berikut ini menggambarkan bisnis utama dari setiap segmen yang dilaporkan Grup:

- Jasa hulu migas terintegrasi menyediakan jasa pengukuran data geofisika/seismik, jasa pemboran migas dan jasa *oilfield*.
- Jasa penunjang migas menyediakan jasa penguliran, perdagangan pipa OCGT (*Open Cycle Gas Turbine*) dan fabrikasi, pembuatan ulir (*threading*) untuk pemboran migas, jasa pengelolaan data dan informasi energi dan sumber daya mineral (khususnya eksplorasi dan eksploitasi minyak dan gas bumi), jasa pengelolaan data migas, jasa pembangunan sistem teknologi informasi terpadu, jasa telekomunikasi, jasa penyediaan jaringan, telekomunikasi satelit dan sistem komunikasi VSAT (*Very-Small-Aperture Terminal*).
- Jasa distribusi dan logistik energi menyediakan jasa penyimpanan, perdagangan, pendistribusian dan pemasaran produk minyak dan gas di Indonesia.

Informasi mengenai segmen yang dilaporkan dan rekonsiliasi antara ukuran segmen dengan jumlah yang diakui dalam laporan keuangan konsolidasian adalah sebagai berikut:

**34. SEGMENT INFORMATION**

The following summary describes the core businesses of each of the Group's reportable segments:

- Integrated upstream oil and gas services provide geophysical/seismic data services, oil and gas drilling service and oilfield services.*
- Oil and gas support services provide threading services, OCGT (Open Cycle Gas Turbine) pipe trading and manufacturing, threading for oil and gas drilling, data and information on energy and mineral resources management services (particularly oil and gas exploration and exploitation), oil and gas data management services, integrated information technology development services, telecommunication services, network services provider, satellite communications, and Very-Small-Aperture Terminal-based communication systems.*
- Energy distribution and logistics services provide storage services, trading, distribution and marketing of oil and gas products in Indonesia.*

Information about reportable segments and reconciliation between segment measures and the amounts recognized in the consolidated financial statements are as follows:

31 Desember 2020 dan tahun yang berakhir pada tanggal tersebut/  
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	Jasa hulu migas terintegrasi/ <i>Integrated upstream oil and gas services</i>	Jasa penunjang migas/ <i>Oil and gas support services</i>	Jasa distribusi dan logistik energi/ <i>Energy distribution and logistics services</i>	Jumlah sebelum rekonsiliasi/ <i>Total before reconciliation</i>	Rekonsiliasi/ <i>Reconciliation</i>	Konsolidasian/ <i>Consolidated</i>	
Pendapatan eksternal	3.725.947	585.434	3.415.564	7.726.945	-	7.726.945	External revenues
Pendapatan antarsegmen	34.987	823.597	370.965	1.229.549	(1.229.549)	-	Inter-segment revenues
<b>Total pendapatan</b>	<b>3.760.934</b>	<b>1.409.031</b>	<b>3.786.529</b>	<b>8.956.494</b>	<b>(1.229.549)</b>	<b>7.726.945</b>	<b>Total revenues</b>
<b>Beban pokok pendapatan</b>	<b>(3.594.337)</b>	<b>(1.205.987)</b>	<b>(3.408.866)</b>	<b>(8.209.190)</b>	<b>1.224.718</b>	<b>(6.984.472)</b>	<b>Total cost of revenues</b>
<b>Laba bruto</b>	<b>166.597</b>	<b>203.044</b>	<b>377.663</b>	<b>747.304</b>	<b>(4.831)</b>	<b>742.473</b>	<b>Gross profit</b>
Beban penjualan	(1.923)	(361)	(460)	(2.744)	-	(2.744)	Selling expenses
Beban umum dan administrasi	(156.512)	(70.576)	(81.028)	(308.116)	5.634	(302.482)	General and administrative expenses
Pendapatan keuangan	13.972	8.684	6.826	29.482	-	29.482	Finance income
Beban keuangan	(81.021)	(4.496)	(47.121)	(132.638)	439	(132.199)	Finance costs
Pendapatan (beban) lain-lain - neto	325.497	4.120	32.598	362.215	(315.736)	46.479	Other income (expenses) - net
<b>Laba sebelum pajak final dan pajak penghasilan</b>	<b>266.610</b>	<b>140.415</b>	<b>288.478</b>	<b>695.503</b>	<b>(314.494)</b>	<b>381.009</b>	<b>Profit before final tax and income tax</b>
Beban pajak final	(24.565)	(8.720)	(2.847)	(36.132)	-	(36.132)	Final tax expense
<b>Laba sebelum pajak penghasilan</b>	<b>242.045</b>	<b>131.695</b>	<b>285.631</b>	<b>659.371</b>	<b>(314.494)</b>	<b>344.877</b>	<b>Profit before income tax</b>
Beban pajak penghasilan	(14.788)	(17.421)	(63.583)	(95.792)	-	(95.792)	Income tax expense
<b>Laba tahun berjalan</b>	<b>227.257</b>	<b>114.274</b>	<b>222.048</b>	<b>563.579</b>	<b>(314.494)</b>	<b>249.085</b>	<b>Profit for the year</b>
Penghasilan komprehensif lain	3.963	(325)	1.564	5.202	(1.239)	3.963	Other comprehensive income
<b>Total laba komprehensif tahun berjalan</b>	<b>231.220</b>	<b>113.949</b>	<b>223.612</b>	<b>568.781</b>	<b>(315.733)</b>	<b>253.048</b>	<b>Total comprehensive income for the year</b>
<b>Informasi-informasi lain</b>							<b>Other information</b>
Total aset	6.154.768	1.220.049	2.287.297	9.662.114	(2.099.292)	7.562.822	Total assets
Total liabilitas	2.371.867	374.255	1.333.553	4.079.675	(257.799)	3.821.876	Total liabilities
Ekuitas - neto	3.782.903	845.794	953.743	5.582.440	(1.841.494)	3.740.946	Equity - net
Penyusutan dan amortisasi	(368.401)	(97.702)	(269.726)	(735.829)	8.567	(727.262)	Depreciation and amortization
Penambahan aset tetap	230.242	52.873	108.571	391.686	(7.781)	383.905	Additions of fixed assets

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**34. INFORMASI SEGMENT (lanjutan)**

**34. SEGMENT INFORMATION (continued)**

31 Desember 2019 dan tahun yang berakhir pada tanggal tersebut/  
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	Jasa hulu migas terintegrasi/ Integrated upstream oil and gas services	Jasa penunjang migas/ Oil and gas support services	Jasa distribusi dan logistik energi/ Energy distribution and logistics services	Jumlah sebelum rekonsiliasi/ Total before reconciliation	Rekonsiliasi/ Reconciliation	Konsolidasian/ Consolidated	
Pendapatan eksternal	3.821.891	441.914	4.121.317	8.385.122	-	8.385.122	External revenues
Pendapatan antarsegmen	25.124	546.749	242.772	814.645	(814.645)	-	Inter-segment revenues
<b>Total pendapatan</b>	<b>3.847.015</b>	<b>988.663</b>	<b>4.364.089</b>	<b>9.199.767</b>	<b>(814.645)</b>	<b>8.385.122</b>	<b>Total revenues</b>
<b>Beban pokok pendapatan</b>	<b>(3.578.480)</b>	<b>(820.397)</b>	<b>(3.909.600)</b>	<b>(8.308.477)</b>	<b>794.437</b>	<b>(7.514.040)</b>	<b>Total cost of revenues</b>
<b>Laba bruto</b>	<b>268.535</b>	<b>168.266</b>	<b>454.489</b>	<b>891.290</b>	<b>(20.208)</b>	<b>871.082</b>	<b>Gross profit</b>
Beban penjualan	(2.722)	(798)	(660)	(4.180)	-	(4.180)	Selling expenses
Beban umum dan administrasi	(193.642)	(65.396)	(81.465)	(340.503)	7.282	(333.221)	General and administrative expenses
Pendapatan keuangan	3.716	9.206	4.171	17.093	-	17.093	Finance income
Beban keuangan	(24.702)	(5.478)	(10.310)	(40.490)	-	(40.490)	Finance costs
Pendapatan (beban) lain-lain - neto	(15.347)	3.721	(5.720)	(17.346)	1.641	(15.705)	Other income (expenses) - net
<b>Laba sebelum pajak final dan pajak penghasilan</b>	<b>35.838</b>	<b>109.521</b>	<b>360.505</b>	<b>505.864</b>	<b>(11.285)</b>	<b>494.579</b>	<b>Profit before final tax and income tax</b>
Beban pajak final	(17.201)	(5.531)	(5.098)	(27.830)	-	(27.830)	Final tax expense
<b>Laba sebelum pajak penghasilan</b>	<b>18.637</b>	<b>103.990</b>	<b>355.407</b>	<b>478.034</b>	<b>(11.285)</b>	<b>466.749</b>	<b>Profit before income tax</b>
Beban pajak penghasilan	(14.328)	(11.877)	(84.067)	(110.272)	-	(110.272)	Income tax expense
<b>Laba tahun berjalan</b>	<b>4.309</b>	<b>92.113</b>	<b>271.340</b>	<b>367.762</b>	<b>(11.285)</b>	<b>356.477</b>	<b>Profit for the year</b>
Penghasilan komprehensif lain	(11.753)	(1.631)	2.532	(10.852)	-	(10.852)	Other comprehensive income
<b>Total laba komprehensif tahun berjalan</b>	<b>(7.444)</b>	<b>90.482</b>	<b>273.872</b>	<b>356.910</b>	<b>(11.285)</b>	<b>345.625</b>	<b>Total comprehensive income for the year</b>
<b>Informasi-informasi lain</b>							<b>Other information</b>
Total aset	4.606.703	1.086.423	1.974.247	7.667.373	(862.336)	6.805.037	Total assets
Total liabilitas	2.092.940	316.169	1.107.918	3.517.027	(288.688)	3.228.339	Total liabilities
Ekuitas - neto	2.513.762	770.254	866.329	4.150.345	(573.647)	3.576.698	Equity - net
Penyusutan dan amortisasi	(312.575)	(86.512)	(45.745)	(444.832)	12.449	(432.383)	Depreciation and amortization
Penambahan aset tetap	210.948	61.018	210.690	482.656	(13.695)	468.961	Additions of fixed assets

**Informasi tentang pelanggan utama**

**Information on major customers**

Berikut ini adalah alokasi pendapatan usaha Grup berdasarkan kelompok pelanggan:

The following is the Group's operating revenues allocation based on customer grouping:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2020	2019	
Pihak ketiga			Third parties
Bahan bakar minyak	1.149.427	1.676.523	Fuel oil
Kontraktor bagi hasil	336.040	347.119	Production sharing contractors
Pelanggan eceran/masyarakat	53.277	37.913	Retail customers/public
Lainnya	118.707	137.292	Others
	1.657.451	2.198.847	
Pihak berelasi (Catatan 32i)	6.069.494	6.186.275	Related parties (Note 32i)
<b>Total</b>	<b>7.726.945</b>	<b>8.385.122</b>	<b>Total</b>

Grup tidak bergantung pada pendapatan dari suatu pelanggan tertentu karena jasa-jasa yang disediakan oleh Grup bukan merupakan jenis jasa yang secara khusus diberikan untuk satu kelompok pelanggan tertentu.

The Group does not rely on revenue from any specific customer group due to the services provided by the Group are not being provided exclusively to a certain group of customers.

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**35. LABA PER SAHAM**

Rekonsiliasi perhitungan laba per saham adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2020	2019
Laba periode berjalan yang dapat diatribusikan kepada pemilik entitas induk	249.082	356.474
Jumlah rata-rata tertimbang saham	7.298.500.000	7.298.500.000
<b>Laba per saham (nilai penuh)</b>	<b>34,13</b>	<b>48,84</b>

Pada tanggal 31 Desember 2020 dan 2019, tidak terdapat efek yang berpotensi dikonversi menjadi saham biasa yang dapat menimbulkan pengaruh dilusi pada laba per saham.

**36. PENGUKURAN NILAI WAJAR**

Nilai wajar didefinisikan sebagai jumlah dimana instrumen tersebut dapat dipertukarkan di dalam transaksi jangka pendek antara pihak yang berkeinginan dan memiliki pengetahuan yang memadai melalui suatu transaksi yang wajar, selain di dalam penjualan terpaksa atau penjualan likuidasi.

Instrumen keuangan yang disajikan dalam laporan posisi keuangan konsolidasian dicatat sebesar nilai wajar, atau disajikan dalam jumlah tercatat, baik karena jumlah tersebut mendekati nilai wajarnya atau karena nilai wajarnya tidak dapat diukur secara handal.

Grup menentukan pengukuran nilai wajar untuk tujuan pengungkapan setiap aset keuangan dan liabilitas keuangan berdasarkan metode dan asumsi sebagai berikut:

- Nilai wajar aset keuangan lancar dan liabilitas keuangan jangka pendek yang mencakup, antara lain, kas dan setara kas, piutang usaha, aset keuangan lancar lainnya, pinjaman bank jangka pendek, utang usaha, liabilitas jangka pendek lainnya - utang lain-lain dan titipan pelanggan dan beban akrual, dianggap mendekati jumlah tercatatnya.
- Estimasi nilai wajar aset keuangan tidak lancar lainnya ditentukan dengan mendiskontokan arus kas masa depan menggunakan tingkat suku bunga bebas risiko untuk instrumen serupa.

**35. EARNINGS PER SHARE**

The reconciliation of earnings per share calculation is as follows:

*Profit for the period attributable to owners of the parent*  
*Weighted average number of shares*  
**Earnings per share (full amount)**

As of December 31, 2020 and 2019, there were no securities potentially converted into ordinary shares that would give rise to a dilution of earnings per share.

**36. FAIR VALUE MEASUREMENT**

Fair value is defined as the amount at which an instrument could be exchanged in a current transaction between knowledgeable willing parties in an arm's length transaction, other than in a forced or liquidation sale.

Financial instruments presented in the consolidated statement of financial position are carried at fair value, otherwise, they are presented at carrying amounts as either these are reasonable approximation of fair values or their fair values cannot be reliably measured.

The Group determined the fair value measurement for disclosure purposes of each financial asset and financial liability based on the following methods and assumptions:

- The fair value of current financial assets and current financial liabilities which includes, among others, cash and cash equivalents, trade receivables, other current financial assets, short-term bank loans, trade payables, other non-current liabilities - other payables and customer deposits and accrued expenses, are considered to approximate their carrying amounts.
- The estimated fair values of other non-current financial assets are determined by discounting the future cash flows using risk-free interest rates for similar instruments.

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**36. PENGUKURAN NILAI WAJAR (lanjutan)**

- Aset keuangan tersedia untuk dijual yang terdiri dari investasi pada saham dengan persentase kepemilikan di bawah 20% dicatat pada biaya perolehan karena investasi pada instrumen ekuitas tersebut tidak memiliki kuotasi harga di pasar aktif dan nilai wajarnya tidak dapat diukur secara handal.
- Estimasi nilai wajar pinjaman bank jangka panjang ditentukan dengan mendiskontokan arus kas masa depan dengan menggunakan tingkat suku bunga pasar untuk instrumen dengan syarat, risiko kredit dan jatuh tempo yang serupa.

Tabel berikut menyajikan perbandingan jumlah tercatat dengan estimasi nilai wajar instrumen keuangan dalam laporan posisi keuangan konsolidasian.

	31 Desember/ December 31, 2020		31 Desember/ December 31, 2019	
	Jumlah tercatat/ Carrying amount	Estimasi nilai wajar/ Estimated fair value	Jumlah tercatat/ Carrying amount	Estimasi nilai wajar/ Estimated fair value
<b>Aset keuangan</b>				
Kas dan setara kas	1.231.867	1.231.867	856.122	856.122
Piutang usaha - neto	2.150.154	2.150.154	2.089.958	2.089.958
Aset keuangan lancar lainnya - neto	48.327	48.327	35.124	35.124
Aset keuangan tidak lancar lainnya - neto	467.885	467.885	464.953	464.953
<b>Total</b>	<b>3.898.233</b>	<b>3.898.233</b>	<b>3.446.157</b>	<b>3.446.157</b>
<b>Liabilitas keuangan</b>				
Pinjaman bank jangka pendek	110.714	110.714	309.302	309.302
Utang usaha	685.105	685.105	692.797	692.797
Liabilitas jangka pendek lainnya				
Titipan pelanggan	60.017	60.017	28.033	28.033
Utang lain-lain	17.089	17.089	16.259	16.259
Liabilitas imbalan kerja jangka pendek	60.494	60.494	119.055	119.055
Beban akrual	1.047.200	1.047.200	1.004.400	1.004.400
Pinjaman bank jangka panjang	628.612	628.612	817.738	817.738
Utang sukuk	697.019	697.019	-	-
Liabilitas sewa	317.111	317.111	-	-
<b>Total</b>	<b>3.623.361</b>	<b>3.623.361</b>	<b>2.987.584</b>	<b>2.987.584</b>

Hirarki Nilai Wajar

Aset dan liabilitas keuangan diklasifikasikan secara keseluruhan berdasarkan tingkat terendah dari masukan (*input*) yang signifikan terhadap pengukuran nilai wajar. Penilaian dampak signifikan dari suatu input tertentu terhadap pengukuran nilai wajar membutuhkan pertimbangan dan dapat mempengaruhi penilaian dari aset dan liabilitas yang diukur dan penempatannya dalam hirarki nilai wajar.

**36. FAIR VALUE MEASUREMENT (continued)**

- Available-for-sale financial asset that comprised investments in shares with percentage of ownership interest less than 20% are recognized at cost due to such investments in equity instruments have no quoted market price in an active market and their fair value cannot be reliably measureable.
- The estimated fair values of long-term bank loans are determined by discounting the future cash flows using market interest rates for instruments with similar terms, credit risk and remaining maturities.

The following table presents the comparison between the carrying amounts and the estimated fair values of financial instruments in the consolidated statement of financial position.

<b>Financial assets</b>
Cash and cash equivalents
Trade receivables - net
Other current financial assets - net
Other non-current financial assets - net
<b>Total</b>
<b>Financial liabilities</b>
Short-term bank loans
Trade payables
Other current liabilities
Customer deposits
Other payables
Short-term employee benefits liability
Accrued expenses
Long-term bank loans
Sukuk payable
Lease liability
<b>Total</b>

Fair Value Hierarchy

Financial assets and liabilities are classified in their entirety based on the lowest level of input that is significant to the fair value measurements. The assessment of the significance of a particular input to the fair value measurements requires judgement and may affect the valuation of the assets and liabilities being measured and their placement within the fair value hierarchy.

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**36. PENGUKURAN NILAI WAJAR (lanjutan)**

Hirarki Nilai Wajar (lanjutan)

Bukti terbaik dari nilai wajar adalah harga yang dikuotasi (*quoted prices*) dalam sebuah pasar yang aktif. Jika pasar untuk sebuah instrumen keuangan tidak aktif, entitas menetapkan nilai wajar dengan menggunakan metode penilaian. Tujuan dari penggunaan metode penilaian adalah untuk menetapkan harga transaksi yang terbentuk pada tanggal pengukuran dalam sebuah transaksi pertukaran yang wajar dengan pertimbangan bisnis normal. Metode penilaian termasuk penggunaan harga dalam transaksi pasar yang wajar (*arm's length*) terakhir antara pihak-pihak yang memahami dan berkeinginan, jika tersedia, referensi kepada nilai wajar terkini dari instrumen lain yang secara substansial sama, analisa arus kas yang didiskontokan dan model harga opsi (*option pricing models*).

Jika terdapat metode penilaian yang biasa digunakan oleh para peserta pasar untuk menentukan harga dari instrumen dan metode tersebut telah didemonstrasikan untuk menyediakan estimasi yang handal atas harga yang diperoleh dari transaksi pasar yang aktual, entitas harus menggunakan metode tersebut. Metode penilaian yang dipilih membuat penggunaan maksimum dari input pasar dan bergantung sedikit mungkin atas input yang spesifik untuk entitas (*entity-specific inputs*). Metode tersebut memperhitungkan semua faktor yang akan dipertimbangkan oleh peserta pasar dalam menentukan sebuah harga dan selaras dengan metode ekonomis untuk penilaian sebuah instrumen keuangan. Secara berkala, Grup menelaah metode penilaian dan mengujinya untuk validitas dengan menggunakan harga dari transaksi pasar terkini yang dapat diobservasi untuk instrumen yang sama (yaitu tanpa modifikasi dan pengemasan kembali) atau berdasarkan data pasar yang tersedia dan dapat diobservasi.

Grup menggunakan hirarki di bawah untuk menentukan dan menyajikan nilai wajar dari instrumen keuangan dalam melakukan pengukuran:

- **Tingkat 1 :** Nilai wajar diukur berdasarkan pada harga kuotasi (tidak disesuaikan) dalam pasar aktif untuk aset atau liabilitas sejenis.

**36. FAIR VALUE MEASUREMENT (continued)**

Fair Value Hierarchy (continued)

*The best evidence of fair value is quoted prices in an active market. If the market for a financial instrument is not active, an entity establishes fair value by using a valuation technique. The objective of using a valuation technique is to establish what the transaction price would have been on the measurement date in an arm's length exchange motivated by normal business considerations. Valuation techniques include using recent arm's length market transactions between knowledgeable and willing parties, if available, reference to the current fair value of another instrument that is substantially the same, discounted cash flow analysis and option pricing models.*

*If there is a valuation technique commonly used by market participants to price the instrument and that technique has been demonstrated to provide reliable estimates of prices obtained in actual market transactions, the entity must use that technique. The chosen valuation technique makes maximum use of market inputs and relies as little as possible on entity-specific inputs. It incorporates all factors that market participants would consider in setting a price and is consistent with accepted economic methodologies for pricing financial instruments. Periodically, the Group calibrates the valuation technique and tests it for validity using prices from any observable current market transactions in the same instrument (i.e., without modification or repackaging) or based on any available observable market data.*

*The Group uses the hierarchy to determine and present the fair value of financial instruments to measure:*

- **Level 1 :** *Fair value measured based on quoted prices (unadjusted) in active markets for identical assets or liabilities.*

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**36. PENGUKURAN NILAI WAJAR (lanjutan)**

Hirarki Nilai Wajar (lanjutan)

- Tingkat 2 : Nilai wajar diukur berdasarkan teknik-teknik valuasi, yaitu untuk seluruh input yang diketahui baik secara langsung ataupun tidak langsung memiliki dampak signifikan atas nilai wajar tercatat.
- Tingkat 3 : Nilai wajar diukur berdasarkan teknik-teknik valuasi, yaitu untuk seluruh input yang tidak dapat diketahui baik secara langsung ataupun tidak langsung memiliki dampak signifikan atas nilai wajar tercatat.

Hirarki nilai wajar Grup pada tanggal 31 Desember 2020 dan 2019 adalah sebagai berikut:

**31 Desember 2020/December 31, 2020**

	<b>Total/ Total</b>	<b>Level 1/ Level 1</b>	<b>Level 2/ Level 2</b>	<b>Level 3/ Level 3</b>	
<b>Aset yang nilai wajarnya diungkapkan</b>					<b>Assets for which fair value are disclosed</b>
<b>Aset tidak lancar</b>					<b>Non-current Assets</b>
Aset tetap *)	427.217	-	427.217	-	Fixed assets *)
Properti investasi	500.146	-	500.146	-	Investment properties

\*) Untuk aset tetap dengan nilai buku sebesar Rp277.862/For fixed assets with net book value of Rp277,862

**31 Desember 2019/December 31, 2019**

	<b>Total/ Total</b>	<b>Level 1/ Level 1</b>	<b>Level 2/ Level 2</b>	<b>Level 3/ Level 3</b>	
<b>Aset yang nilai wajarnya diungkapkan</b>					<b>Assets for which fair value are disclosed</b>
<b>Aset tidak lancar</b>					<b>Non-current Assets</b>
Aset tetap *)	1.772.370	-	1.772.370	-	Fixed assets *)
Properti investasi	434.183	-	434.183	-	Investment properties

\*) Untuk aset tetap dengan nilai buku sebesar Rp1.496.422/For fixed assets with net book value of Rp1,496,422

Pada tanggal 31 Desember 2020, tidak terdapat pengalihan antara pengukuran nilai wajar level 1 dan level 2.

Tidak terdapat aset dan liabilitas lain yang diukur dan diungkapkan selain yang telah dijelaskan diatas.

**36. FAIR VALUE MEASUREMENT (continued)**

Fair Value Hierarchy (continued)

- Level 2 : Fair value measured based on valuation techniques for which all inputs which have a significant effect on the recorded fair values are observable, either directly or indirectly.
- Level 3 : Fair value measured based on valuation techniques for which any inputs which have a significant effect on the recorded fair values that are not based on observable market data (unobservable inputs).

Fair value hierarchy of the Group as of December 31, 2020 and 2019 are as follows:

As of December 31, 2020, there is no transfer between measurement of fair value of level 1 and level 2.

No other assets and liabilities have been measured and disclosed other than above explained.



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**37. MANAJEMEN RISIKO KEUANGAN**

Risiko utama dari instrumen keuangan Grup adalah risiko tingkat suku bunga, risiko mata uang, risiko kredit dan risiko likuiditas. Penelaahan Direksi dan kebijakan yang disetujui untuk mengelola masing-masing risiko ini dijelaskan secara detail sebagai berikut:

a. Risiko tingkat suku bunga

Risiko tingkat suku bunga Grup terutama timbul dari pinjaman untuk tujuan modal kerja dan investasi. Pinjaman pada tingkat suku bunga mengambang membuat Grup terekspos terhadap risiko suku bunga atas arus kas.

Untuk pinjaman modal kerja dan investasi, Grup berusaha mengurangi risiko tingkat suku bunganya dengan cara mendapatkan struktur pinjaman dengan suku bunga kompetitif.

Tabel berikut ini menunjukkan sensitivitas perubahan tingkat suku bunga pinjaman. Dampak perubahan tingkat suku bunga pinjaman terhadap laba sebelum pajak penghasilan adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2020	2019	
Kenaikan 50 basis poin	409	2.429	Increase by 50 basis points
Penurunan 50 basis poin	(409)	(2.429)	Decrease by 50 basis points

Penurunan/kenaikan laba sebelum pajak penghasilan tersebut terutama sebagai akibat kenaikan/penurunan biaya bunga atas pinjaman dengan tingkat bunga mengambang. Analisis mengasumsikan bahwa seluruh variabel lain tetap tidak berubah.

b. Risiko mata uang asing

Mata uang fungsional Grup adalah Rupiah. Grup dapat menghadapi risiko nilai tukar mata uang asing karena pinjaman, pendapatan dan biaya beberapa pembelian utamanya dalam mata uang Dolar AS atau harganya secara signifikan dipengaruhi oleh perubahan tolak ukur harganya dalam mata uang asing (terutama Dolar AS). Apabila pendapatan dan pembelian Grup di dalam mata uang selain Rupiah tidak seimbang dalam hal jumlah dan/atau pemilihan waktu, Grup terekspos risiko mata uang asing.

**37. FINANCIAL RISK MANAGEMENT**

The main risks arising from the Group's financial instruments are interest rate risk, currency risk, credit risk and liquidity risk. The Directors review and approve policies for managing each of these risks, which are described in more detail as follows:

a. Interest rate risk

The Group's interest rate risk mainly arises from loans for working capital and investment purposes. Loans at floating rates expose the Group to cash flow interest rate risk.

For working capital and investment loans, the Group may seek to mitigate its interest rate risk by obtaining loans structured with competitive interest rates.

The following table demonstrates the sensitivity to changes in interest rates of the loans. The effect of changes in interest rates of the loans to profit before income tax is as follows:

b. Foreign currency risk

The Group's functional currency is the Rupiah. The Group faces foreign exchange risk as its borrowings, revenues and the costs of certain key purchases are either denominated in US Dollars or their prices are significantly influenced by their benchmark price movements in foreign currencies (mainly US Dollars). To the extent that the revenue and purchases of the Group are denominated in currencies other than Rupiah, and are not evenly matched in terms of amount and/or timing, the Group has exposure to foreign currency risk.

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**37. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

b. Risiko mata uang asing (lanjutan)

Grup tidak mempunyai kebijakan lindung nilai yang formal untuk laju pertukaran mata uang asing. Bagaimanapun, terkait dengan hal-hal yang telah didiskusikan pada paragraf di atas, fluktuasi dalam nilai tukar Rupiah dan Dolar AS menghasilkan lindung nilai natural untuk laju nilai tukar Grup.

Grup memiliki aset dan liabilitas moneter dalam mata uang asing sebagai berikut:

	31 Desember/December 31, 2020		31 Desember/December 31, 2019		
	Dalam mata uang asing/ In foreign currencies	Setara dalam Rupiah/ Equivalent in Rupiah	Dalam mata uang asing/ In foreign currencies	Setara dalam Rupiah/ Equivalent in Rupiah	
<b>Aset</b>					<b>Assets</b>
Kas dan setara kas	\$AS 17.110.552	241.345	\$AS 18.868.070	262.285	Cash and cash equivalents
Piutang usaha	\$AS 35.796.217	504.906	\$AS 49.180.239	683.655	Trade receivables
	\$SG 25.272	269	\$SG 25.289	261	
Aset keuangan lancar lainnya	\$AS 662.807	9.348	\$AS 726.020	10.092	Other current financial assets
Aset keuangan tidak lancar lainnya	\$AS 1.498.331	21.134	\$AS 1.478.769	20.556	Other non-current financial assets
Aset lain-lain	\$AS 509	7	\$AS 509	7	Other assets
	€ 242.500	4.203	€ 242.500	3.780	
<b>Total</b>		<b>781.212</b>		<b>980.636</b>	<b>Total</b>
<b>Liabilitas</b>					<b>Liabilities</b>
Pinjaman bank jangka pendek	\$AS 5.471.613	77.177	\$AS 5.960.951	82.863	Short-term bank loans
Utang usaha	\$AS 5.735.144	80.894	\$AS 2.404.331	33.423	Trade payables
	\$SG 114.524	1.219	\$SG 523.564	5.403	
	€ 29.313	508	€ 66.845	1.042	
Liabilitas jangka pendek lainnya	\$AS 153.351	2.163	\$AS 201.222	2.797	Other current liabilities
Beban akrual	\$AS 7.552.692	106.531	\$AS 12.678.189	176.240	Accrued expenses
	\$SG 2.336	25	\$SG -	-	
Pinjaman bank jangka Panjang	\$AS 30.366.174	428.315	\$AS 48.750.000	677.674	Long-term bank loans
<b>Total</b>		<b>696.832</b>		<b>979.442</b>	<b>Total</b>
<b>Aset (liabilitas) neto</b>		<b>84.380</b>		<b>1.194</b>	<b>Net assets (liabilities)</b>

Apabila aset dan liabilitas moneter dalam mata uang asing pada tanggal 31 Desember 2020 dijabarkan ke dalam Rupiah dengan menggunakan kurs tengah transaksi yang dipublikasikan Bank Indonesia pada tanggal 19 Februari 2021, maka aset moneter neto akan berkurang sebesar Rp153.

Tabel berikut ini menunjukkan sensitivitas perubahan nilai tukar mata uang asing. Dampak perubahan nilai tukar mata uang asing terhadap laba sebelum pajak penghasilan adalah sebagai berikut:

**37. FINANCIAL RISK MANAGEMENT (continued)**

b. Foreign currency risk (continued)

The Group does not have any formal hedging policy for foreign exchange exposure. However, in relation to the matters discussed in the preceding paragraph, the fluctuations in the exchange rates between the Rupiah and US Dollar provide some degree of natural hedge for the Group's foreign exchange exposure.

The Group's monetary assets and liabilities denominated in foreign currencies are as follows:

Had monetary assets and liabilities denominated in foreign currencies as of December 31, 2020 been translated to the Rupiah using the middle rate transaction published by Bank Indonesia as of February 19, 2021, the net monetary assets would have been decreased by approximately Rp153.

The following table demonstrates the sensitivity to changes in the exchange rate of foreign currencies. The effect of changes in the exchange rate of foreign currencies to profit before income tax is as follows:

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**37. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**37. FINANCIAL RISK MANAGEMENT (continued)**

b. Risiko mata uang asing (lanjutan)

b. Foreign currency risk (continued)

Tahun yang berakhir pada tanggal  
 31 Desember/  
 Year ended December 31

	2020	2019	
Penguatan 1%	370	12	Strengthening by 1%
Pelemahan 1%	(370)	(12)	Weakening by 1%

Analisis mengasumsikan bahwa seluruh variabel lain, khususnya tingkat suku bunga, tetap tidak berubah dan mengabaikan dampak atas perkiraan penjualan dan pembelian.

The analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecasted sales and purchases.

c. Risiko kredit

c. Credit risk

Eksposur maksimum Grup terhadap risiko kredit adalah senilai dengan jumlah tercatat dari setiap aset keuangan.

The Group's maximum exposure to credit risk is equal to the carrying amount of each financial assets.

Risiko kredit utama yang dihadapi oleh Grup berasal dari kredit yang diberikan kepada pelanggan. Untuk meringankan risiko ini, ada kebijakan untuk memastikan penjualan jasa/produk hanya dibuat kepada pelanggan yang dapat dipercaya dan terbukti mempunyai rekam jejak atau sejarah kredit yang baik. Ini merupakan kebijakan Grup dimana semua pelanggan yang akan melakukan pembelian jasa/produk secara kredit harus melalui prosedur verifikasi kredit. Untuk pendapatan, Grup memberikan jangka waktu kredit dari faktur yang diterbitkan. Sebagai tambahan, saldo piutang dipantau secara terus menerus untuk mengurangi kemungkinan piutang yang tidak tertagih.

The main credit risk faced by the Group arises from the credit granted to its customers. To mitigate this risk, it has policies in place to ensure that sales of services/products are made only to creditworthy customers with proven track records or good credit history. It is the Group's policy that all customers who wish to trade services/products on credit are subject to credit verification procedures. For revenues, the Group may grant its customers credit terms from the issue of invoices. In addition, receivables balances are monitored on an ongoing basis to reduce exposure to bad debts.

Tabel berikut menyajikan analisis umur piutang usaha.

The following table presents the aging analysis of trade receivables.

	31 Desember/December 31		
	2020	2019	
Belum jatuh tempo	1.821.701	1.522.730	Not yet overdue
Lewat jatuh tempo			Overdue
1-30 hari	221.685	517.874	1-30 days
31-60 hari	8.343	7.986	31-60 days
61-150 hari	36.619	27.293	61-150 days
Lebih dari 150 hari	229.445	175.007	Over 150 days
Total	2.317.793	2.250.890	Total
Penyisihan penurunan nilai	(167.639)	(160.932)	Allowance for impairment
<b>Neto</b>	<b>2.150.154</b>	<b>2.089.958</b>	<b>Net</b>

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**37. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

c. Risiko kredit (lanjutan)

Risiko piutang usaha yang belum jatuh tempo dan tidak mengalami penurunan nilai untuk mengalami penurunan nilai adalah kecil karena debitur memiliki rekam jejak yang baik dengan Grup.

Tergantung pada penilaian Grup, penyisihan khusus mungkin dibuat jika piutang dianggap tidak tertagih.

Aset keuangan tidak lancar lainnya tertentu mengalami penurunan nilai yaitu terkait dengan efek perubahan nilai waktu uang atas klaim deposito ke Bank Mega (Catatan 10 dan 33a).

d. Risiko likuiditas

Grup mengelola profil likuiditasnya untuk dapat mendanai pengeluaran modalnya dan mengelola utang yang jatuh tempo dengan menjaga kas yang cukup dan ketersediaan pendanaan melalui jumlah fasilitas kredit berkomitmen yang cukup.

Grup secara reguler mengevaluasi proyeksi arus kas dan terus menerus menilai kondisi pasar keuangan untuk mengevaluasi kemungkinan mengejar inisiatif penggalangan dana.

Tabel berikut menyajikan profil jangka waktu pembayaran liabilitas keuangan Grup berdasarkan pembayaran kontraktual yang tidak didiskontokan.

31 Desember/December 31, 2020

	< 1 tahun/ < 1 year	1-2 tahun/ 1-2 years	2-3 tahun/ 2-3 years	Total	Biaya pinjaman/ Costs of loan	Jumlah tercatat/ Carrying amounts	
Pinjaman bank jangka pendek	110.714	-	-	110.714	-	110.714	Short-term bank loans
Utang usaha	685.105	-	-	685.105	-	685.105	Trade payables
Liabilitas jangka pendek lainnya							Other current liabilities
Utang lain-lain	17.089	-	-	17.089	-	17.089	Other payables
Titipan pelanggan	60.017	-	-	60.017	-	60.017	Customer deposits
Liabilitas imbalan kerja jangka pendek	60.494	-	-	60.494	-	60.494	Short-term employee benefits liability
Beban akrual	1.047.200	-	-	1.047.200	-	1.047.200	Accrued expenses
Pinjaman bank jangka panjang	291.667	340.279	-	631.946	(3.334)	628.612	Long-term bank loans
Utang sukuk	-	-	700.000	700.000	(2.981)	697.019	Sukuk payable
Liabilitas sewa	252.193	59.881	5.037	317.111	-	317.111	Lease liability
<b>Total</b>	<b>2.524.479</b>	<b>400.160</b>	<b>705.037</b>	<b>3.629.676</b>	<b>(6.315)</b>	<b>3.623.361</b>	<b>Total</b>

**37. FINANCIAL RISK MANAGEMENT (continued)**

c. Credit risk (continued)

The risk of trade receivables that are neither overdue nor impaired becoming impaired is low as the parties have a good track record with the Group.

Depending on the Group's assessment, specific allowance may be made if a receivable was deemed uncollectible.

Certain other non-current financial assets have been impaired related to the impact of time value of money from claim of deposits to Bank Mega (Notes 10 and 33a).

d. Liquidity risk

The Group manages its liquidity profile to be able to finance its capital expenditure and manage its maturing debts by maintaining sufficient cash and the availability of funding through an adequate amount of committed credit facilities.

The Group regularly evaluates its projected and actual cash flow information and continuously assesses conditions in the financial markets to evaluate the possibility of pursuing fund-raising initiatives.

The following table presents the maturity profile of the Group's financial liabilities based on undiscounted contractual payments.

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**37. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**37. FINANCIAL RISK MANAGEMENT (continued)**

d. Risiko likuiditas (lanjutan)

d. Liquidity risk (continued)

31 Desember/December 31, 2019

	< 1 tahun/ < 1 year	1-2 tahun/ 1-2 years	2-3 tahun/ 2-3 years	Total	Biaya pinjaman/ Costs of loan	Jumlah tercatat/ Carrying amounts	
Pinjaman bank jangka pendek	309.302	-	-	309.302	-	309.302	Short-term bank loans
Utang usaha	692.797	-	-	692.797	-	692.797	Trade payables
Liabilitas jangka pendek lainnya							Other current liabilities
Utang lain-lain	16.259	-	-	16.259	-	16.259	Other payables
Titipan pelanggan	28.033	-	-	28.033	-	28.033	Customer deposits
Liabilitas imbalan kerja jangka pendek	119.055	-	-	119.055	-	119.055	Short-term employee benefits liability
Beban akrual	1.004.400	-	-	1.004.400	-	1.004.400	Accrued expenses
Pinjaman bank jangka panjang	241.009	536.719	44.726	822.454	(4.716)	817.738	Long-term bank loans
<b>Total</b>	<b>2.410.855</b>	<b>536.719</b>	<b>44.726</b>	<b>2.992.300</b>	<b>(4.716)</b>	<b>2.987.584</b>	<b>Total</b>

e. Pengelolaan modal

e. Capital management

Tujuan Grup dalam pengelolaan modal adalah untuk mempertahankan kelangsungan usaha Grup guna memberikan imbal hasil kepada pemegang saham dan manfaat kepada pemangku kepentingan lainnya serta menjaga struktur modal yang optimal yang meliputi utang dan ekuitas untuk mengurangi biaya modal.

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits to other stakeholders and to maintain an optimum capital structure covering debt and equity to minimise the cost of capital.

Secara periodik, Grup melakukan penilaian utang untuk menilai kemungkinan pembiayaan kembali utang yang ada dengan utang baru yang memiliki biaya yang lebih efisien sehingga mengoptimalkan biaya utang.

Periodically, the Group conducts debt valuation to assess possibilities of refinancing existing debts with new ones which have more efficient cost that will lead to more optimized cost-of-debt.

Grup dipersyaratkan oleh Undang-undang No. 40 tahun 2007 tentang Perseroan Terbatas untuk mengalokasikan dana cadangan yang tidak boleh didistribusikan sampai dengan 20% dari modal saham ditempatkan dan disetor penuh. Persyaratan permodalan eksternal tersebut dipertimbangkan oleh Grup dalam Rapat Umum Pemegang Saham.

The Group is required by the Limited Liability Company Law No. 40 of 2007 to allocate and maintain a non-distributable reserve fund until such reserve reaches 20% of the issued and fully paid capital stock. This externally imposed capital requirement is considered by the Group in the General Meeting of Shareholders.

Perusahaan dan EPN dipersyaratkan untuk memelihara tingkat permodalan tertentu oleh perjanjian pinjaman bank (Catatan 16 dan 21). Pada tanggal 31 Desember 2020 dan 2019, persyaratan permodalan eksternal tersebut telah dipenuhi.

The Company and EPN are required to maintain certain level of capital by bank loan agreements (Notes 16 and 21). As of December 31, 2020 and 2019, this externally imposed capital requirement has been complied.

Strategi Grup adalah mempertahankan rasio utang terhadap ekuitas maksimal sebesar 3 kali dan rasio pengembalian utang minimal sebesar 1,1 kali.

The Group's strategy is to maintain the maximum debt to equity ratio at 3 times and the minimum debt service coverage ratio at 1.1 times.

Rasio utang terhadap ekuitas dihitung berdasarkan total liabilitas dibandingkan dengan ekuitas neto. Perhitungan rasio utang terhadap ekuitas adalah sebagai berikut:

Debt to equity ratio was calculated by comparing total liabilities to net equity. The calculation of debt to equity ratios is as follows:

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**37. MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**37. FINANCIAL RISK MANAGEMENT (continued)**

e. Pengelolaan modal (lanjutan)

e. Capital management (continued)

	31 Desember/December 31		
	2020	2019	
Total liabilitas	3.821.876	3.228.339	Total liabilities
Ekuitas - neto	3.740.946	3.576.698	Equity - net
<b>Rasio utang terhadap ekuitas</b>	<b>1,02</b>	<b>0,90</b>	<b>Debt to equity ratio</b>

Rasio pengembalian utang dihitung berdasarkan laba sebelum pajak, bunga, penyusutan dan amortisasi dikurangi dividen terhadap pembayaran pokok dan bunga. Pembayaran pokok dan bunga tidak termasuk pelunasan yang dipercepat. Perhitungan rasio pengembalian utang adalah sebagai berikut:

Debt service coverage ratio was calculated by comparing earning before tax, interest, depreciation and amortization less dividend to principal and interest payment. Principal and interest payment exclude early repayment made. The calculation of debt service coverage ratios is as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2020	2019	
Laba sebelum pajak, bunga, penyusutan dan amortisasi	1.191.532	966.064	Profit before tax, interest, depreciation and amortization
Dividen	89.119	69.079	Dividend
Pembayaran pokok dan bunga	411.643	145.684	Principal and interest payment
<b>Rasio pengembalian utang</b>	<b>2,68</b>	<b>6,16</b>	<b>Debt service coverage ratio</b>

**38. TAMBAHAN INFORMASI ARUS KAS**

**38. SUPPLEMENTARY CASH FLOWS INFORMATION**

Aktivitas signifikan yang tidak mempengaruhi arus kas Grup adalah sebagai berikut:

Significant activities which did not affect the Group's cash flows are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2020	2019	
Penambahan aset tetap melalui: Utang usaha	79.960	104.051	Addition of fixed assets through: Trade payable
Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas konsolidasian adalah sebagai berikut:			Movement of liabilities arising from financing activities in the consolidated statement of cash flows are as follows:

	1 Januari 2020/ January 1, 2020	Arus kas/ Cash flow	Non- arus kas/Non-cash flow		31 Desember 2020/ December 31, 2020	
			Selisih kurs/ Foreign exchange difference	Lainnya/ Others		
Pinjaman bank jangka pendek	309.302	(194.323)	(4.265)	-	110.714	Short-term bank loans
Pinjaman bank jangka panjang	817.738	(213.490)	27.697	(3.333)	628.612	Long-term bank loans
Utang sukuk	-	698.902	-	(1.883)	697.019	Sukuk payable
Liabilitas sewa	-	(267.855)	-	584.966	317.111	Lease liabilities
<b>Total</b>	<b>1.127.040</b>	<b>23.234</b>	<b>23.432</b>	<b>579.750</b>	<b>1.753.456</b>	<b>Total</b>

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**39. DAMPAK PENERAPAN - PSAK 71 DAN 73**

Dampak terhadap laporan keuangan Perusahaan dari penerapan pertama kali dari PSAK 71 dan PSAK 73 adalah sebagai berikut:

**PSAK 71**

Klasifikasi aset dan liabilitas keuangan

Tabel di bawah ini menunjukkan klasifikasi aset dan liabilitas keuangan menurut PSAK 55 dan klasifikasi baru aset dan liabilitas keuangan sesuai dengan PSAK 71 pada tanggal 1 Januari 2020:

Catatan/Notes	Klasifikasi Berdasarkan PSAK 55 31 Desember 2019/ Classification based on PSAK 55 December 31, 2019	Klasifikasi berdasarkan PSAK 71 1 Januari 2020/ Classification based on PSAK 71 January 1, 2020	Saldo berdasarkan PSAK 55 31 Desember 2019/ Balance based on PSAK 55 December 31, 2019	Saldo berdasarkan PSAK 71 1 Januari 2020/ Balance based on PSAK 71 January 1, 2020
<b><u>Aset keuangan/Financial assets</u></b>				
Kas dan setara kas/ Cash and cash equivalents	Pinjaman yang diberikan dan piutang/ Loans and receivables	Biaya perolehan diamortisasi/ Amortised cost	856.122	856.122
Piutang usaha - neto/ Trade receivables - net	Pinjaman yang diberikan dan piutang/ Loans and receivables	Biaya perolehan diamortisasi/ Amortised cost	2.089.958	2.090.590
Aset keuangan lancar lainnya - neto/ Other receivables - third parties	Pinjaman yang diberikan dan piutang/ Loans and receivables	Biaya perolehan diamortisasi/ Amortised cost	35.124	35.124
Aset keuangan tidak lancar lainnya - neto/ Other non-current assets	Pinjaman yang diberikan dan piutang/ Loans and receivables	Biaya perolehan diamortisasi/ Amortised cost	464.953	464.953
Investasi pada saham - neto/ Investments in shares - net	Aset keuangan tersedia untuk dijual/ Available-for-sale	Aset keuangan pada nilai wajar melalui penghasilan komprehensif Lain/ Financial assets at fair value through other comprehensive income	16.660	16.660
<b><u>Liabilitas keuangan/Financial liabilities</u></b>				
Pinjaman bank jangka pendek/ Short-term bank loans	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	309.302	309.302
Utang usaha/ Trade payables	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	692.797	692.797
Liabilitas jangka pendek lainnya/ Other current liabilities	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost	55.078	55.078

**39. IMPLEMENTATION IMPACT - PSAK 71 AND 73**

The impact to the Company's financial statements for the first time adoption of PSAK 71 and PSAK 73 are as follows:

**PSAK 71**

Classification of financial assets and liabilities

The table below shows the classification of financial assets and liabilities according to PSAK 55 and the new classification of financial assets and liabilities in accordance with PSAK 71 as of January 1, 2020:

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**39. DAMPAK PENERAPAN - PSAK 71 DAN 73**  
**(lanjutan)**

Dampak terhadap laporan keuangan Perusahaan dari penerapan pertama kali dari PSAK 71 dan PSAK 73 adalah sebagai berikut: (lanjutan)

**PSAK 71 (lanjutan)**

Klasifikasi aset dan liabilitas keuangan (lanjutan)

Catatan/Notes	Klasifikasi Berdasarkan PSAK 55 31 Desember 2019/ Classification based on PSAK 55 December 31, 2019
<b>Liabilitas keuangan (lanjutan)/Financial liabilities (continued)</b>	
Liabilitas imbalan kerja jangka pendek/ Short-term employee benefits liability	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost
Beban akrual/ Accrued expenses	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost
Utang bank jangka panjang/ Long-term bank loans	Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost

Dampak dari penerapan PSAK 71 terhadap laporan posisi keuangan:

	Saldo sebelum penerapan PSAK 71/ Balance before implementation PSAK 71	Klasifikasi dan pengukuran/ Classification and measurement	Kerugian kredit ekspektasian/ Expected credit loss	Saldo setelah penerapan PSAK 71/ Balance after implementation PSAK 71
<b>Aset</b>				
<b>Aset Lancar</b>				
Kas dan setara kas	856.122	-	-	856.122
Piutang usaha				
Pihak ketiga - neto	254.293	-	632	254.925
Pihak berelasi	1.835.665	-	-	1.835.665
Aset keuangan lancar lainnya - neto:				
Pihak ketiga - neto	4.628	-	-	4.628
Pihak berelasi	30.496	-	-	30.496
Persediaan - neto	213.298	-	-	213.298
Uang muka	129.979	-	-	129.979
Pajak dibayar di muka	350.353	-	-	350.353
Biaya dibayar di muka dan	23.536	-	-	23.536
<b>Total Aset Lancar</b>	<b>3.698.370</b>	<b>-</b>	<b>632</b>	<b>3.699.002</b>
<b>Aset Tidak Lancar</b>				
Aset keuangan tidak lancar lainnya - neto:				
Pihak ketiga - neto	131.165	-	-	131.165
Pihak berelasi	333.788	-	-	333.788
Investasi pada saham-neto	16.660	-	-	16.660
Uang muka	49.509	-	-	49.509
Aset tetap - neto	1.819.321	-	-	1.819.321
Aset takberwujud - neto	13.745	-	-	13.745
Properti investasi	51.876	-	-	51.876
Pajak dibayar di muka - bagian tidak lancar	492.276	-	-	492.276
Aset pajak tangguhan - neto	127.598	-	(158)	127.440
Aset lain-lain	70.729	-	-	70.729
<b>Total Aset Tidak Lancar</b>	<b>3.106.667</b>	<b>-</b>	<b>(158)</b>	<b>3.106.509</b>
<b>Total Aset</b>	<b>6.805.037</b>	<b>-</b>	<b>474</b>	<b>6.805.511</b>

**39. IMPLEMENTATION IMPACT - PSAK 71 AND 73**  
**(continued)**

The impact to the Company's financial statements for the first time adoption of PSAK 71 and PSAK 73 are as follows: (lanjutan)

**PSAK 71 (lanjutan)**

Classification of financial assets and liabilities (lanjutan)

	Klasifikasi berdasarkan PSAK 71 1 Januari 2020/ Classification based on PSAK 71 January 1, 2020	Saldo berdasarkan PSAK 55 31 Desember 2019/ Balance based on PSAK 55 December 31, 2019	Saldo berdasarkan PSAK 71 1 Januari 2020/ Balance based on PSAK 71 January 1, 2020
<b>Liabilitas keuangan (lanjutan)/Financial liabilities (continued)</b>			
Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost		119.055	119.055
Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost		1.004.400	1.004.400
Liabilitas keuangan pada biaya perolehan diamortisasi/ Financial liabilities at amortised cost		817.738	817.738

Impact on the adoption of PSAK 71 to the statement of financial position:

	Saldo sebelum penerapan PSAK 71/ Balance before implementation PSAK 71	Kerugian kredit ekspektasian/ Expected credit loss	Saldo setelah penerapan PSAK 71/ Balance after implementation PSAK 71	<b>Assets</b>
<b>Current Assets</b>				
Cash and cash equivalents				
Trade receivables				
Third parties - net				
Related parties				
Other current financial assets - net:				
Third parties - net				
Related parties				
Inventories - net				
Advances				
Prepaid taxes				
Prepaid expense				
<b>Total Current Assets</b>	<b>3.698.370</b>	<b>632</b>	<b>3.699.002</b>	<b>Total Current Assets</b>
<b>Non-Current Assets</b>				
Other non-current financial assets - net:				
Third parties - net				
Related parties				
Investment in shares - net				
Advances				
Fixed assets - net				
Intangible assets - net				
Investment properties				
Prepaid taxes - non-current portion				
Deferred tax assets - net				
Other non-current assets				
<b>Total Non-Current Assets</b>	<b>3.106.667</b>	<b>(158)</b>	<b>3.106.509</b>	<b>Total Non-Current Assets</b>
<b>Total Assets</b>	<b>6.805.037</b>	<b>474</b>	<b>6.805.511</b>	<b>Total Assets</b>



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**39. DAMPAK PENERAPAN - PSAK 71 DAN 73**  
**(lanjutan)**

Dampak terhadap laporan keuangan Perusahaan dari penerapan pertama kali dari PSAK 71 dan PSAK 73 adalah sebagai berikut: (lanjutan)

**PSAK 71 (lanjutan)**

Dampak dari penerapan PSAK 71 terhadap laporan posisi keuangan: (lanjutan)

	Saldo sebelum penerapan PSAK 71/ <i>Balance before implementation PSAK 71</i>	Klasifikasi dan pengukuran/ <i>Classification and measurement</i>	Kerugian kredit ekspektasian/ <i>Expected credit loss</i>	Saldo setelah penerapan PSAK 71/ <i>Balance after implementation PSAK 71</i>
<b>Liabilitas</b>				
<b>Liabilitas Jangka Pendek</b>				
Pinjaman bank jangka pendek	309.302	-	-	309.302
Utang usaha				
Pihak ketiga	448.171	-	-	448.171
Pihak berelasi	244.626	-	-	244.626
Liabilitas jangka pendek lainnya	55.078	-	-	55.078
Liabilitas imbalan kerja				
jangka pendek	119.055	-	-	119.055
Utang pajak	73.424	-	-	73.424
Beban akrual	1.004.400	-	-	1.004.400
Pendapatan ditangguhkan - bagian lancar	10.700	-	-	10.700
Pinjaman bank jangka panjang - bagian lancar	239.579	-	-	239.579
<b>Total Liabilitas Jangka Pendek</b>	<b>2.504.335</b>	<b>-</b>	<b>-</b>	<b>2.504.335</b>
<b>Liabilitas Jangka Panjang</b>				
Pendapatan ditangguhkan - Bagian tidak lancar	90.950	-	-	90.950
Pinjaman bank jangka panjang - setelah dikurangi bagian lancar	578.159	-	-	578.159
Liabilitas imbalan kerja	54.895	-	-	54.895
<b>Total Liabilitas Jangka Panjang</b>	<b>724.004</b>	<b>-</b>	<b>-</b>	<b>724.004</b>
<b>Total Liabilitas</b>	<b>3.228.339</b>	<b>-</b>	<b>-</b>	<b>3.228.339</b>
<b>Ekuitas</b>				
Modal saham	729.850	-	-	729.850
Tambahan modal disetor	435.691	-	-	435.691
Saldo laba :				
Dicadangkan	135.229	-	-	135.229
Tidak dicadangkan	2.329.556	-	474	2.330.030
Rugi komprehensif lain	(55.288)	-	-	(55.288)
<b>Ekuitas yang dapat diatribusikan kepada pemilik entitas induk - neto</b>	<b>3.575.038</b>	<b>-</b>	<b>474</b>	<b>3.575.512</b>
Kepentingan nonpengendali	1.660	-	-	1.660
<b>Ekuitas Neto</b>	<b>3.576.698</b>	<b>-</b>	<b>474</b>	<b>3.577.172</b>
<b>Total Liabilitas dan Ekuitas</b>	<b>6.805.037</b>	<b>-</b>	<b>474</b>	<b>6.805.511</b>

**39. IMPLEMENTATION IMPACT - PSAK 71 AND 73**  
**(continued)**

The impact to the Company's financial statements for the first time adoption of PSAK 71 and PSAK 73 are as follows: (lanjutan)

**PSAK 71 (lanjutan)**

Impact on the adoption of PSAK 71 to the statement of financial position: (continued)

<b>Liabilities</b>
<b>Current Liabilities</b>
Short-term bank loans
Trade payables
Third parties
Related parties
Other current liabilities
Short-term employee benefits liability
Taxes payable
Accrued expenses
Deferred Income - current portion
Long-term bank loans - current portion
<b>Total Current Liabilities</b>
<b>Non-Current Liabilities</b>
Deferred Income - net of current portion
Long-term bank loans - net of current portion
Employee benefits liability
<b>Total Non-Current Liabilities</b>
<b>Total Liabilities</b>
<b>Equity</b>
Share capital
Additional paid-in capital
Retained earnings:
Appropriated
Unappropriated
Other comprehensive loss
<b>Equity attributable to owners of the parent entity - net</b>
Non-controlling interests
<b>Net Equity</b>
<b>Total Liabilities and Equity</b>

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**39. DAMPAK PENERAPAN - PSAK 71 DAN 73**  
**(lanjutan)**

**PSAK 73**

Tabel berikut menyajikan dampak atas penerapan PSAK 73 pada tanggal 1 Januari 2020:

1 Januari 2020/January 1, 2020

	Sebelum penyesuaian/ <i>Before adjustment</i>	Penyesuaian PSAK 73/ PSAK 73 <i>adjustments</i>	Setelah penyesuaian/ <i>After adjustment</i>	
<b>Aset</b>				<b>Assets</b>
Biaya dibayar di muka	23.536	(12.334)	11.202	<i>Prepaid expense</i>
Aset hak-guna - neto	-	540.579	540.579	<i>Right-of-use assets - net</i>
<b>Liabilitas</b>				<b>Liabilities</b>
Liabilitas sewa	-	(528.245)	(528.245)	<i>Lease liabilities - current</i>

**40. KETIDAKPASTIAN MAKROEKONOMI**

Sampai dengan tanggal penyelesaian laporan keuangan ini, telah terjadi penyebaran virus Covid-19 ke seluruh penjuru dunia termasuk Indonesia yang menyebabkan ketidakpastian makro ekonomi sehubungan dengan volatilitas nilai tukar mata uang asing, harga dan permintaan. Perkembangan masa depan mungkin berubah akibat perubahan pasar, jumlah persediaan atau situasi lainnya di luar kendali Perusahaan. Peningkatan jumlah infeksi virus Covid-19 yang signifikan atau penyebaran yang berkepanjangan dapat mempengaruhi Indonesia dan operasi Perusahaan. Manajemen akan terus memantau hal ini dan mengatasi risiko dan ketidakpastian terkait hal ini di masa mendatang.

**39. IMPLEMENTATION IMPACT - PSAK 71 AND 73**  
**(continued)**

**PSAK 73**

The following table presents the impact of the implementation of PSAK 73 on January 1, 2020:

1 Januari 2020/January 1, 2020

	Sebelum penyesuaian/ <i>Before adjustment</i>	Penyesuaian PSAK 73/ PSAK 73 <i>adjustments</i>	Setelah penyesuaian/ <i>After adjustment</i>	
<b>Aset</b>				<b>Assets</b>
Biaya dibayar di muka	23.536	(12.334)	11.202	<i>Prepaid expense</i>
Aset hak-guna - neto	-	540.579	540.579	<i>Right-of-use assets - net</i>
<b>Liabilitas</b>				<b>Liabilities</b>
Liabilitas sewa	-	(528.245)	(528.245)	<i>Lease liabilities - current</i>

**40. MACROECONOMIC UNCERTAINTY**

As of the date of completion of this financial statements, the Covid-19 virus has spread all over the world including Indonesia, that caused uncertainty in macroeconomic related to volatility in foreign exchange rates, prices and demand. Future developments may change due to market changes, inventory levels or other situations outside the control of the Company. A significant rise in the number of Covid-19 virus infections or prolongation of the outbreak may affect Indonesia and the Company's operation. Management will continue to monitor and overcome the risks and uncertainties regard with this matter in the future.

Berikut ini adalah Informasi Keuangan terpisah PT Elnusa Tbk (Entitas Induk), terdiri dari laporan posisi keuangan Entitas Induk pada tanggal 31 Desember 2020 dan laporan laba rugi dan penghasilan komprehensif lainnya, laporan perubahan ekuitas dan arus kas Entitas Induk terkait untuk tahun yang berakhir 31 Desember 2020, dan ikhtisar kebijakan akuntansi signifikan. Informasi Keuangan Entitas Induk disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian Perusahaan dan entitas anaknya pada tanggal 31 Desember 2020 dan untuk tahun yang berakhir pada tanggal tersebut.

The following is separate PT Elnusa Tbk (the Parent Entity) Financial Information, consisting of the statements of financial position of the Parent Entity as of December 31, 2020 and the related separate statements of profit or loss and other comprehensive income, changes in equity and cash flows of the Parent Entity for the year ended December 31, 2020, and a summary of significant accounting policies. The Parent Entity Financial Information is presented as supplementary information to the consolidated financial statements of the Company and its subsidiaries as of December 31, 2020 and for the year the ended.

	31 Desember/December 31		
	2020	2019	
<b>PT ELNUSA Tbk (ENTITAS INDUK SAJA) LAPORAN POSISI KEUANGAN Tanggal 31 Desember 2020 (Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)</b>			<b>PT ELNUSA Tbk (PARENT ENTITY ONLY) STATEMENT OF FINANCIAL POSITION As of December 31, 2020 (Expressed in millions of Rupiah, unless otherwise stated)</b>
<b>ASET</b>			<b>ASSETS</b>
<b>ASET LANCAR</b>			<b>CURRENT ASSETS</b>
Kas dan setara kas	690.285	339.977	Cash and cash equivalents
Piutang usaha - neto			Trade receivables - net
Pihak ketiga	116.754	104.449	Third parties
Pihak berelasi	1.273.670	1.408.430	Related parties
Aset keuangan lancar lainnya - neto:	15.267	2.795	Other current receivables - net:
Persediaan - neto	113.290	91.138	Inventories - net
Uang muka	24.366	98.800	Advances
Pajak dibayar di muka - bagian lancar	260.687	216.829	Prepaid taxes - current portion
Biaya dibayar di muka	12.726	10.720	Prepaid expenses
<b>Total Aset Lancar</b>	<b>2.507.045</b>	<b>2.273.138</b>	<b>Total Current Assets</b>
<b>ASET TIDAK LANCAR</b>			<b>NON-CURRENT ASSETS</b>
Aset keuangan tidak lancar			Other non-current financial
lainnya - neto	132.168	125.849	assets - net
Investasi pada saham - neto	526.377	526.377	Investments in shares - net
Uang muka	16.700	44.001	Advances
Aset tetap - neto	1.012.067	1.027.237	Fixed assets - net
Aset takberwujud - neto	7.579	12.415	Intangible assets - net
Properti investasi - neto	132.521	132.638	Investment properties - net
Pajak dibayar di muka -			Prepaid taxes - non-current
bagian tidak lancar	279.079	261.690	portion
Aset pajak tangguhan	101.881	108.246	Deffered tax assets
Aset lain-lain	58.082	70.605	Other assets
Aset hak guna	86.018	-	Right of use assets
<b>Total Aset Tidak Lancar</b>	<b>2.352.472</b>	<b>2.309.058</b>	<b>Total Non-current Assets</b>
<b>TOTAL ASET</b>	<b>4.859.517</b>	<b>4.582.196</b>	<b>TOTAL ASSETS</b>

**PT ELNUSA Tbk  
(ENTITAS INDUK SAJA)  
LAPORAN POSISI KEUANGAN  
(lanjutan)  
Tanggal 31 Desember 2020  
(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)**

**PT ELNUSA Tbk  
(PARENT ENTITY ONLY)  
STATEMENT OF FINANCIAL POSITION  
(continued)  
As of December 31, 2020  
(Expressed in millions of Rupiah,  
unless otherwise stated)**

	31 Desember/December 31		
	2020	2019	
<b>LIABILITAS</b>			<b>LIABILITIES</b>
<b>LIABILITAS JANGKA PENDEK</b>			<b>CURRENT LIABILITIES</b>
Pinjaman bank jangka pendek	70.525	189.505	Short-term bank loans
Utang usaha:			Trade payables:
Pihak ketiga	246.026	277.869	Third parties
Pihak berelasi	48.534	67.708	Related parties
Liabilitas jangka pendek lainnya	68.089	29.047	Other current liabilities
Liabilitas imbalan kerja			Short-term employee
jangka pendek	33.585	76.952	benefits liability
Utang pajak	19.489	44.958	Taxes payable
Beban akrual	632.759	692.650	Accrued expenses
Utang jangka panjang yang jatuh			Current maturities of
tempo dalam waktu satu tahun			long term debt
Utang bank	196.730	199.834	Bank loans
Liabilitas sewa	50.305	-	Lease liabilities
<b>Total Liabilitas Jangka Pendek</b>	<b>1.366.042</b>	<b>1.578.523</b>	<b>Total Current Liabilities</b>
<b>LIABILITAS JANGKA PANJANG</b>			<b>NON-CURRENT LIABILITIES</b>
Utang sukuk	697.019	-	Sukuk payable
Utang jangka panjang yang jatuh			Current maturities of
tempo dalam waktu satu tahun			long term debt
Utang bank	229.244	474.617	Bank loans
Liabilitas sewa	36.422	-	Lease liabilities
Liabilitas imbalan kerja	43.139	39.801	Employee benefits liability
<b>Total Liabilitas Jangka Panjang</b>	<b>1.005.824</b>	<b>514.418</b>	<b>Total Non-current Liabilities</b>
<b>TOTAL LIABILITAS</b>	<b>2.371.866</b>	<b>2.092.941</b>	<b>TOTAL LIABILITIES</b>
<b>EKUITAS</b>			<b>EQUITY</b>
Modal saham - nilai nominal			Share capital - Rp100 (full amount)
Rp100 (nilai penuh) per saham			par value per share
Modal dasar - 22.500.000.000 saham			Authorized - 22,500,000,000 shares
Modal ditempatkan dan disetor penuh -			Issued and fully paid -
7.298.500.000 saham	729.850	729.850	7,298,500,000 shares
Tambahan modal disetor	453.011	453.011	Additional paid-in capital
Saldo laba:			Retained earnings:
Dicadangkan	145.971	135.228	Appropriated
Tidak dicadangkan	1.206.995	1.222.066	Unappropriated
Penghasilan komprehensif lain	(48.176)	(50.900)	Other comprehensive income
<b>EKUITAS - NETO</b>	<b>2.487.651</b>	<b>2.489.255</b>	<b>EQUITY - NET</b>
<b>TOTAL LIABILITAS DAN EKUITAS</b>	<b>4.859.517</b>	<b>4.582.196</b>	<b>TOTAL LIABILITIES AND EQUITY</b>

**PT ELNUSA Tbk  
(ENTITAS INDUK SAJA)  
LAPORAN LABA RUGI DAN PENGHASILAN  
KOMPREHENSIF LAIN  
Untuk Tahun yang Berakhir pada  
Tanggal 31 Desember 2020  
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**PT ELNUSA Tbk  
(PARENT ENTITY ONLY)  
STATEMENT OF PROFIT OR LOSS  
AND OTHER COMPREHENSIVE INCOME  
For the Year Ended  
December 31, 2020  
(Expressed in millions of Rupiah,  
unless otherwise stated)**

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2020	2019	
<b>PENDAPATAN</b>	<b>3.824.890</b>	<b>3.926.605</b>	<b>REVENUES</b>
<b>BEBAN POKOK PENDAPATAN</b>	<b>(3.634.486)</b>	<b>(3.632.940)</b>	<b>COST OF REVENUES</b>
<b>LABA BRUTO</b>	<b>190.404</b>	<b>293.665</b>	<b>GROSS PROFIT</b>
Beban penjualan	(1.923)	(2.722)	Selling expenses
Beban umum dan administrasi	(156.512)	(200.308)	General and administrative expenses
Penghasilan bunga	13.971	3.716	Interest income
Beban keuangan	(57.737)	(25.385)	Finance expenses
Penghasilan (beban) lain-lain - neto	135.466	62.029	Other income (expenses) - net
<b>LABA SEBELUM PAJAK FINAL DAN PAJAK PENGHASILAN</b>	<b>123.669</b>	<b>130.995</b>	<b>PROFIT BEFORE FINAL TAX AND INCOME TAX</b>
Beban pajak final	(24.565)	(17.201)	Final tax expense
<b>LABA SEBELUM PAJAK PENGHASILAN</b>	<b>99.104</b>	<b>113.794</b>	<b>PROFIT BEFORE INCOME TAX</b>
Beban pajak penghasilan	(14.788)	(14.241)	Income tax expense
<b>LABA TAHUN BERJALAN</b>	<b>84.316</b>	<b>99.553</b>	<b>PROFIT FOR THE YEAR</b>
<b>PENGHASILAN KOMPREHENSIF LAIN</b>			<b>OTHER COMPREHENSIVE INCOME</b>
<b>Pos-pos yang tidak akan direklasifikasi ke laba rugi</b>			<b>Items that will not be reclassified to profit or loss</b>
Pengukuran kembali program imbalan pasti	3.492	(15.671)	Remeasurements of defined benefit plans
Pajak tangguhan terkait	(768)	3.918	Related deferred tax
<b>PENGHASILAN KOMPREHENSIF LAIN SETELAH PAJAK</b>	<b>2.724</b>	<b>(11.753)</b>	<b>OTHER COMPREHENSIVE INCOME AFTER TAX</b>
<b>TOTAL LABA KOMPREHENSIF TAHUN BERJALAN</b>	<b>87.040</b>	<b>87.800</b>	<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>

Lampiran 1

Appendix 1

**PT ELNUSA Tbk (ENTITAS INDUK SAJA)**  
**LAPORAN PERUBAHAN EKUITAS**  
**Untuk Tahun yang Berakhir pada**  
**Tanggal 31 Desember 2020**  
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

**PT ELNUSA Tbk (PARENT ENTITY ONLY)**  
**STATEMENT OF CHANGES IN EQUITY**  
**For the Year Ended**  
**December 31, 2020**  
**(Expressed in millions of Rupiah, unless otherwise stated)**

	Modal saham/ Share capital	Tambahkan modal disetor/ Additional paid-in capital	Saldo laba/Retained earnings		Penghasilan komprehensif lain/Other comprehensive income	Ekuitas - neto/ Equity - net	
			Dicadangkan/ Appropriated	Tidak dicadangkan/ Unappropriated			
<b>Saldo pada tanggal 31 Desember 2018</b>	<b>729.850</b>	<b>453.011</b>	<b>134.229</b>	<b>1.192.592</b>	<b>(39.147)</b>	<b>2.470.535</b>	<b>Balance as of December 31, 2018</b>
Dividen kas	-	-	-	(69.079)	-	(69.079)	Cash dividend
Cadangan Umum	-	-	1.000	(1.000)	-	-	Appropriation for general reserve
Laba komprehensif	-	-	-	99.553	(11.753)	87.800	Comprehensive income
<b>Saldo pada tanggal 31 Desember 2019</b>	<b>729.850</b>	<b>453.011</b>	<b>135.229</b>	<b>1.222.066</b>	<b>(50.900)</b>	<b>2.489.256</b>	<b>Balance as of December 31, 2019</b>
Penyesuaian saldo awal atas penerapan PSAK 71, setelah pajak	-	-	-	474	-	474	Beginning balance adjustment for implementation of PSAK 71, net of tax
Dividen kas	-	-	-	(89.119)	-	(89.119)	Cash dividend
Cadangan Umum	-	-	10.742	(10.742)	-	-	Appropriation for general reserve
Laba komprehensif	-	-	-	84.316	2.724	87.040	Comprehensive income
<b>Saldo pada tanggal 31 Desember 2020</b>	<b>729.850</b>	<b>453.011</b>	<b>145.971</b>	<b>1.206.995</b>	<b>(48.176)</b>	<b>2.487.651</b>	<b>Balance as of December 31, 2020</b>

**PT ELNUSA Tbk**  
**(ENTITAS INDUK SAJA)**  
**LAPORAN ARUS KAS**  
**Untuk Tahun yang Berakhir pada**  
**Tanggal 31 Desember 2020**  
**(Disajikan dalam jutaan Rupiah,**  
**kecuali dinyatakan lain)**

**PT ELNUSA Tbk**  
**(PARENT ENTITY ONLY)**  
**STATEMENT OF CASH FLOW**  
**For the Year Ended**  
**December 31, 2020**  
**(Expressed in millions of Rupiah,**  
**unless otherwise stated)**

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2020	2019	
<b>ARUS KAS DARI</b>			<b>CASH FLOWS FROM</b>
<b>AKTIVITAS OPERASI</b>			<b>OPERATING ACTIVITIES</b>
Penerimaan dari pelanggan	3.876.921	3.346.227	Receipts from customers
Pembayaran kepada pemasok dan kontraktor	(3.045.804)	(2.594.387)	Payments to suppliers and contractors
Pembayaran untuk karyawan	(563.988)	(696.768)	Payments to employees
Kas yang dihasilkan dari operasi	267.129	55.072	Cash generated from operations
Penerimaan penghasilan bunga	13.964	3.690	Receipts of interest income
Pembayaran beban keuangan	(27.701)	(46.645)	Payments of finance expenses
Pembayaran pajak penghasilan	(153.096)	(142.763)	Payments of income taxes
Penerimaan restitusi pajak	205.036	368.433	Receipts of tax refunds
Penerimaan lainnya - neto	9.624	1.290	Other receipts - net
<b>Kas neto diperoleh dari</b>			<b>Net cash provided by</b>
<b>aktivitas operasi</b>	<b>314.956</b>	<b>239.077</b>	<b>operating activities</b>
<b>ARUS KAS DARI</b>			<b>CASH FLOWS FROM</b>
<b>AKTIVITAS INVESTASI</b>			<b>INVESTING ACTIVITIES</b>
Penerimaan dividen kas dari perusahaan asosiasi	151.756	89.829	Receipts of cash dividends from associates
Pembelian aset tetap	(269.255)	(207.586)	Purchases of fixed assets
Pembelian aset takberwujud	-	(1.611)	Purchases of intangible assets
Pembelian barang konsumsi tahan lama	-	(28.169)	Purchases of long-life consumable goods
Penerimaan dari penjualan aset tetap	2.380	2.437	Proceeds from sale of fixed assets
Penambahan investasi di entitas anak	-	-	Addition of investment in subsidiary
<b>Kas neto diperoleh dari</b>			<b>Net cash provided by</b>
<b>aktivitas investasi</b>	<b>(115.119)</b>	<b>(145.100)</b>	<b>investing activities</b>
<b>ARUS KAS DARI</b>			<b>CASH FLOWS FROM</b>
<b>AKTIVITAS PENDANAAN</b>			<b>FINANCING ACTIVITIES</b>
Penerimaan dari pinjaman bank	573.115	1.854.709	Proceeds from bank loans
Pembayaran pinjaman bank	(960.841)	(1.772.945)	Payments of bank loans
Pembayaran dividen kas	(89.119)	(69.080)	Payments of cash dividends
Pembayaran liabilitas sewa	(56.664)	-	Payment of lease liabilities
Penerimaan dari penerbitan sukuk	698.902	-	Proceeds from issuance of sukuk
Pembayaran kupon sukuk	(15.750)	-	Payments for sukuk's coupon
Penarikan (penempatan) kas yang dibatasi penggunaannya - neto	(338)	(13.291)	Withdrawal (placement) of restricted cash - net
<b>Kas neto diperoleh dari</b>			<b>Net cash provided by</b>
<b>aktivitas pendanaan</b>	<b>149.305</b>	<b>(607)</b>	<b>financing activities</b>
Dampak perubahan selisih kurs terhadap kas dan setara kas	1.166	(4.245)	Effect of exchange rate changes on cash and cash equivalents
<b>KENAIKAN (PENURUNAN) NETO</b>			<b>NET INCREASE (DECREASE) IN</b>
<b>KAS DAN SETARA KAS</b>	<b>350.308</b>	<b>93.370</b>	<b>CASH AND CASH EQUIVALENTS</b>
<b>KAS DAN SETARA KAS</b>			<b>CASH AND CASH EQUIVALENTS</b>
<b>PADA AWAL TAHUN</b>	<b>339.977</b>	<b>250.852</b>	<b>AT THE BEGINNING OF THE YEAR</b>
<b>KAS DAN SETARA KAS PADA</b>			<b>CASH AND CASH EQUIVALENTS</b>
<b>AKHIR TAHUN</b>	<b>690.285</b>	<b>339.977</b>	<b>AT THE END OF THE YEAR</b>

**PT ELNUSA Tbk  
(ENTITAS INDUK SAJA)  
Tanggal 31 Desember 2020 dan untuk  
Tahun yang Berakhir pada Tanggal Tersebut  
(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)**

**IKHTISAR KEBIJAKAN AKUNTANSI YANG  
PENTING**

**Dasar Penyajian Informasi Keuangan Entitas  
Induk**

Laporan keuangan tersendiri disajikan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) No. 4 (Revisi 2009), "Laporan Keuangan Konsolidasian dan Tersendiri".

PSAK No. 4 (Revisi 2009) menyatakan bahwa ketika sebuah entitas induk memilih untuk menyajikan laporan keuangan terpisah, laporan keuangan tersebut seharusnya hanya disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasi. Laporan keuangan tersendiri yang disajikan oleh entitas induk, di mana investasi dalam entitas anak, entitas asosiasi dan entitas dikendalikan bersama dicatat berdasarkan atas kepemilikan langsung dan bukan berdasarkan hasil yang dilaporkan dan aset neto entitas investasi.

Kebijakan akuntansi yang diterapkan dalam penyusunan informasi keuangan entitas induk adalah sama dengan kebijakan akuntansi yang digunakan dalam penyusunan laporan keuangan konsolidasian Perusahaan dan entitas anak sebagaimana dijelaskan dalam Catatan 2 atas laporan keuangan konsolidasi, kecuali untuk investasi pada entitas anak.

Sesuai dengan PSAK No. 4 (Revisi 2009), entitas induk mencatat investasi pada entitas anak menggunakan metode biaya.

**PT ELNUSA Tbk  
(PARENT ENTITY ONLY)  
As of December 31, 2020, and  
For the Year Then Ended  
(Expressed in millions of Rupiah,  
unless otherwise stated)**

**SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES**

**Basis of Preparation of Parent Entity Financial  
Information**

*The separate financial statements are prepared in accordance with the Statement of Financial Accounting Standards (PSAK) No. 4 (Revised 2009), "Consolidated and Separate Financial Statements".*

*PSAK No. 4 (Revised 2009) provides that when a parent entity chose to present the separate financial statements, such financial statements should only be presented as supplementary information to the consolidated financial statements. Separate financial statements are those presented by a parent, in which the investments in the subsidiary, associate entity and jointly controlled entity are accounted for on the basis of the direct equity interest rather than on the basis of the reported results and net assets of the investees.*

*Accounting policies adopted in the preparation of the parent entity financial information are the same as the accounting policies adopted in the preparation of the Company and its subsidiaries consolidated financial statements as disclosed in Note 2 to the consolidated financial statements, except for investments in subsidiaries.*

*In accordance with PSAK No. 4 (Revised 2009), the parent entity recorded the accounting for investments in subsidiaries using cost method.*







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