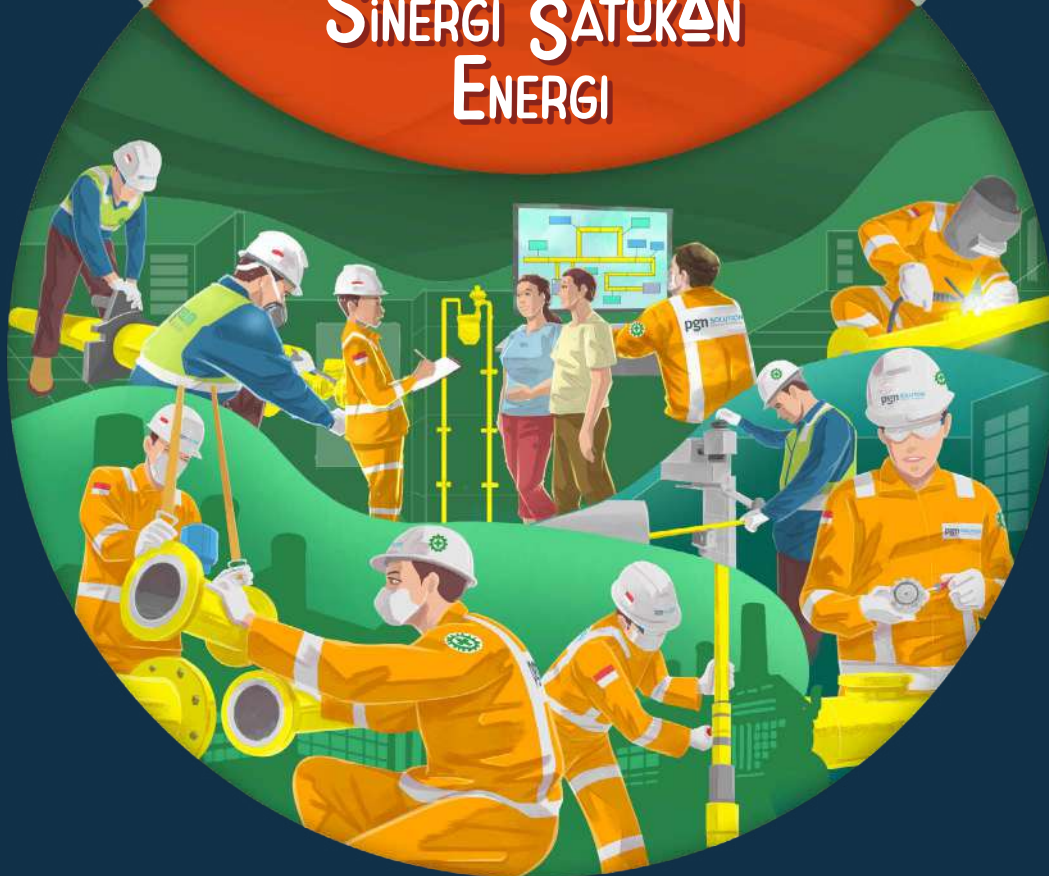




**MEMBANGUN
SINERGI SATUKAN
ENERGI**



KESINAMBUNGAN TEMA THEME CONTINUITY

2017



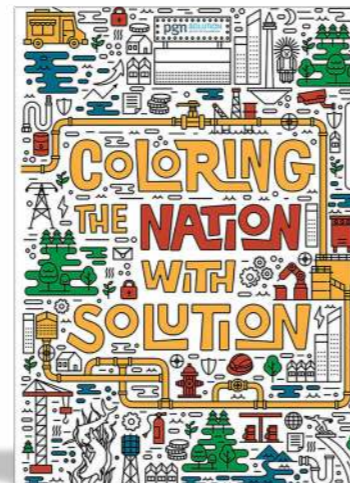
SOLUSI MENJAWAB TANTANGAN
THIS IS SOLUTION

2019



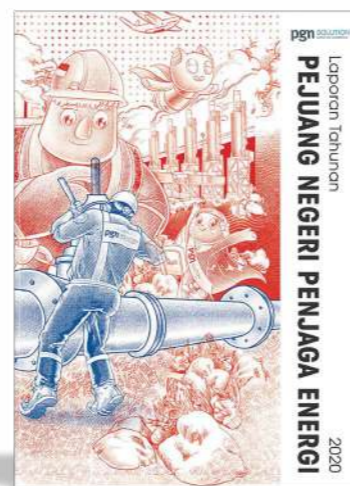
KOLABORASI MEMPERLUAS KREASI
SEE CREATE

2018



MEWUJUDKAN SOLUSI UNTUK NEGERI
COLORING THE NATION WITH SOLUTION

2020



PEJUANG NEGERI PENJAGA ENERGI
PROTECTING THE NATION GATEKEEPING ENERGY

2021



**MEMBANGUN SINERGI,
SATUKAN ENERGI**
BUILDING SYNERGY
TOWARDS UNIFIED ENERGY

Setahap demi setahap seiring meredanya pandemi, langkah bisnis PGAS Solution mulai bergerak lebih cepat dalam menyalurkan energi baik ke pelosok negeri. Keberhasilan menjaga keberlangsungan energi baik untuk seluruh pelanggan selama masa pandemi merupakan buah sinergi antar divisi, mitra, dan dukungan dari induk Perseroan, PT Perusahaan Gas Negara Tbk yang kini bertransformasi menjadi PT Pertamina Gas Negara Tbk (PGN).

Di bawah sub holding PGN dan holding Pertamina, PGAS Solution optimis mampu memaksimalkan kekuatan sinergi yang telah ada untuk semakin fokus mengoptimalkan pemerataan pemanfaatan energi gas bumi ke berbagai sektor. Pada tahun 2021, PGAS Solution berhasil mencatatkan inovasi membanggakan, yaitu Pabrik Pipa PE yang resmi beroperasi dan siap mendukung pembangunan jargas nasional. Kehadiran Pabrik Pipa PE dinilai mampu meningkatkan Tingkat Komponen Dalam Negeri (TKDN) serta efisiensi biaya pembangunan. Hal ini tentu memacu semangat baru bagi PGAS Solution untuk terus bersinergi satukan energi, bersinergi membangun negeri.

As the pandemic is starting to wane, PGAS Solution is also accelerating its progress to deliver energy across the archipelago. The Company's success in maintaining energy delivery to every customer during the pandemic is the testament of an effective synergy between every division, partner, and support from the Company's parent company, PT Perusahaan Gas Negara Tbk, which has now become PT Pertamina Gas Negara Tbk (PGN).

Under the sub holding of PGN and holding of Pertamina, PGAS Solution is optimistic of its ability to maximise the power of its current synergy to further optimise delivery of natural gas energy to various sectors. In 2021, PGAS Solution succeeded to build and operate PE Pipe Factory which is ready to support the nation's gas network buildout. The existence of PGAS Solution's PE Pipe Factory is expected to increase the Domestic Component Level and the effectiveness of construction costs. Those achievements fuelled the spirit of PGAS Solution to continue its synergy towards unified energy and build the nation.

DAFTAR ISI

TABLE OF CONTENTS

02



1.1 Kinerja Utama 2021
2021 Key Performance

24



1.6 Peristiwa Penting 2020
Significant Events of 2020

137



4.1 Analisis Kinerja Operasi per Segmen
Operational Performance Analysis per Segment

330



5.14 Tanggung Jawab Sosial Perusahaan
Corporate Social Responsibility

218



5.1 Tata Kelola Perusahaan
Good Corporate Governance

01

IKHTISAR KINERJA 2021

2021 KEY PERFORMANCE HIGHLIGHTS

1.1	Kinerja Utama 2021 2021 Key Performance	2
1.2	Ikhtisar Data Operasional Highlights of Operational Data	3
1.3	Ikhtisar Data Keuangan Highlights of Financial Data	11
1.4	Ikhtisar Data Sumber Daya Manusia Highlights of Human Resources Data	17
1.5	Ikhtisar Penerapan Kesehatan dan Keselamatan Kerja serta Pengelolaan Lingkungan (K3PL) Highlights of Health, Safety, Security and Environment (HSSE) Implementation	22
1.6	Peristiwa Penting 2021 Significant Events in 2021	24

02

LAPORAN KEPADA PEMEGANG SAHAM

REPORT TO SHAREHOLDERS

2.1	Laporan Dewan Komisaris Board of Commissioners Report	28
2.2	Laporan Direksi Board of Directors Report	36
2.3	Pertanggungjawaban Laporan Tahun 2021 Statement of Responsibility for The 2021 Annual Report	46

03

PROFIL PERSEROAN

COMPANY PROFILE

3.1	Identitas Perusahaan Company Identity	50
3.2	Pencapaian Penting Perusahaan Company Milestone	52
3.3	Riwayat Singkat Perusahaan Brief History of the Company	54
3.4	Logo Perusahaan Company Logo	55
3.5	Visi, Misi, dan Budaya Perusahaan Company Vision, Mission and Culture	56
3.6	Bidang Usaha Line of Business	62
3.7	Produk dan Jasa Products and Services	66
3.8	Jaringan Wilayah Operasi Operational Area Network	80
3.9	Nama dan Alamat Kantor Perwakilan dan Entitas Anak Name and Address of Representative Office and Subsidiary Entities	82
3.10	Struktur Organisasi Organization Structure	84
3.11	Profil Dewan Komisaris Board of Commissioner's Profile	86
3.12	Profil Direksi Board of Director's Profile	98
3.13	Manajemen Sumber Daya Manusia Human Resources Management	110
3.14	Struktur dan Komposisi Pemegang Saham Shareholders Structure and Composition	119

3.15	Struktur Grup Perusahaan <i>Corporate Group Structure</i>	122
3.16	Daftar Entitas Anak dan Entitas Asosiasi <i>List of Subsidiary and Associated Entities</i>	123
3.17	Kronologis Pencatatan Saham <i>Sharelisting Chronology</i>	130
3.18	Kronologi Pencatatan Efek Lainnya <i>Chronology of Other Securities Listings</i>	130
3.19	Lembaga Profesi Penunjang Perusahaan <i>Supporting Professional Institutions</i>	131
3.20	Penghargaan dan Sertifikasi 2021 <i>Awards and Certification in 2021</i>	132

04

ANALISIS DAN PEMBAHASAN MANAJEMEN ANALYSIS AND MANAGEMENT DISCUSSION

4.1	Analisis Kinerja Operasi per Segmen <i>Operational Performance Analysis per Segment</i>	138
4.2	Analisis Profitabilitas per Segmen <i>Profitability Analysis per Division</i>	158
4.3	Analisis Kinerja Keuangan <i>Financial Performance Analysis</i>	159

4.4	Analisis Kemampuan Membayar Utang, Kolektabilitas Piutang, dan Rasio Keuangan Lainnya <i>Analysis of Solvency, Receivables Collectability, and Other Financial Ratios</i>	170
4.5	Struktur Modal <i>Capital Structure</i>	172
4.6	Informasi Ikatan Material untuk Investasi Barang Modal <i>Information of Material Commitment for Capital Goods Investments</i>	173
4.7	Informasi Realisasi Investasi Barang Modal <i>Information of Capital Goods Investment Realization</i>	175
4.8	Analisis Perbandingan antara Realisasi Pencapaian Target 2020 dan Proyeksi 2021 <i>Comparative Analysis between 2020 Target Achievement Realization and 2021 Projection</i>	176
4.9	Informasi dan Fakta Material Setelah Tanggal Laporan Akuntan <i>Significant Information & Fact Subsequent to Financial Reporting</i>	184
4.10	Kebijakan Dividen <i>Dividend Policy</i>	184
4.11	Program Kepemilikan Saham oleh Karyawan dan/atau Manajemen (MSOP/ESOP) <i>Employee and/or management Stock Option Program (MSOP/ESOP)</i>	186
4.12	Realisasi Penggunaan Dana Hasil Penawaran Umum <i>Realization of Funds from Public Offerings</i>	186

4.13	Informasi Transaksi Material yang Mengandung Benturan Kepentingan, dan/atau dengan Pihak Afiliasi/Berelasi <i>Information of Material Transaction Containing Conflict of Interest with Affiliated Parties</i>	187
4.14	Informasi Material Terkait Investasi, Ekspansi, Divestasi, Akuisisi, dan Restrukturisasi <i>Significant Information Concerning Investment, Expansion, Divestment, Acquisition and Restructuring</i>	190
4.15	Perubahan Peraturan Signifikan dan Dampaknya Terhadap Perseroan <i>Significant Changes in The Regulation and Its Impact on Corporate Performance</i>	192
4.16	Perubahan Kebijakan Akuntansi <i>Alterations in Accounting Policies</i>	194
4.17	Informasi Kelangsungan Usaha <i>Information On Business Continuity</i>	195
4.18	Kontribusi Kepada Negara <i>Contribution to The Country</i>	198
4.19	Indikator Kinerja Utama <i>Key Performance Indicators (KPI)</i>	199
4.20	Aspek Pemasaran <i>Marketing Aspect</i>	203
4.21	Prospek Usaha <i>Business Prospect</i>	208

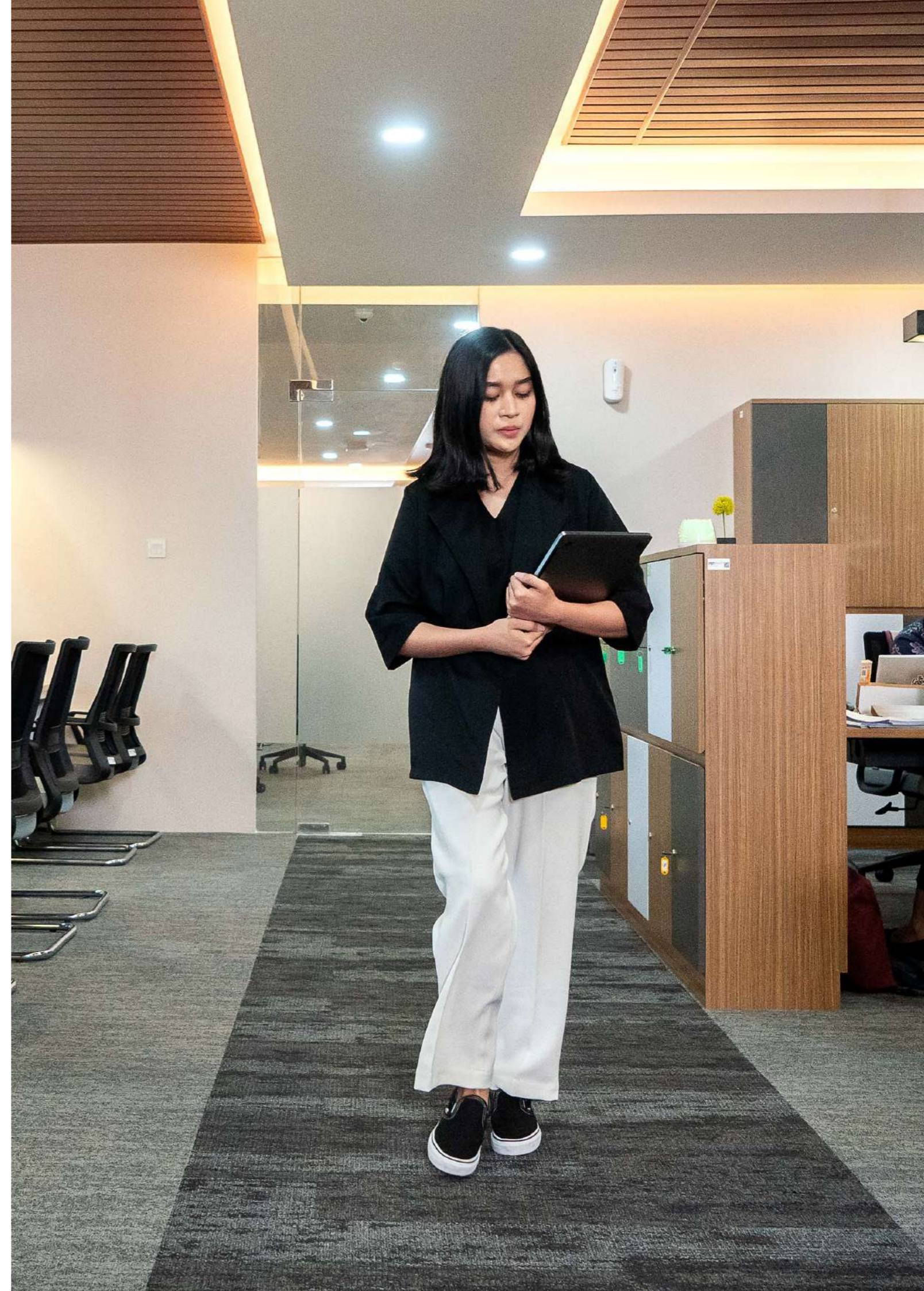
05

TATA KELOLA PERUSAHAAN GOOD CORPORATE GOVERNANCE

5.1	Tata Kelola Perusahaan <i>Good Corporate Governance</i>	218
5.2	Komitmen Penerapan GCG Secara Berkelanjutan <i>Commitment to GCG Sustainable Implementation</i>	231
5.3	Rapat Umum Pemegang Saham (RUPS) <i>General Meeting of Shareholders (GMS)</i>	241
5.4	Pemegang Saham Utama dan Pengendali <i>Major and Controlling Shareholders</i>	246
5.5	Uraian Dewan Komisaris <i>Description of Board of Commissioners</i>	247
5.6	Organ Pendukung Dewan Komisaris <i>Board of Commissioner's Supporting Members</i>	260
5.7	Uraian Direksi <i>Description of The Board of Directors</i>	273
5.8	Sekretaris Perusahaan <i>Corporate Secretary</i>	302

5.9	Keberagaman Komposisi Dewan Komisaris dan Direksi <i>Diversity of Board of Commissioners and Directors</i>	306
5.10	Frekuensi dan Tingkat Kehadiran Rapat Gabungan Dewan Komisaris dan Direksi <i>Frequency and Attendance of the Board of Commissioners and the Board of Directors Joint Meetings</i>	309
5.11	Audit Eksternal <i>External Audit</i>	314
5.12	Sistem Manajemen Risiko <i>System of Risk Management</i>	316
5.13	Sistem Pengendalian Internal <i>Internal Control System</i>	322
5.14	Tanggung Jawab Sosial Perusahaan <i>Corporate Social Responsibility</i>	330
5.15	Perkara Penting yang Sedang Dihadapi Perusahaan, Entitas Anak, Serta Anggota Dewan Komisaris, Dan Direksi yang Sedang Menjabat <i>Significant Cases Currently Faced by The Company, Its Subsidiaries, and Members of Board of Commissioners and Board of Directors</i>	218
5.16	Tata Kelola Sistem Informasi dan Teknologi <i>Information Governance, Communication and Technology</i>	348
5.17	Akses Informasi Perusahaan <i>Access to Company Information</i>	354
5.18	Kode Etik Perusahaan <i>Company's Code of Conduct</i>	355
5.19	Sistem Pelaporan Pelanggaran dan Pengendalian Gratifikasi <i>Whistleblowing System and Gratuity Control</i>	359

06

LAPORAN KEUANGAN AUDIT
AUDITED FINANCIAL STATEMENTS


IKHTISAR KINERJA 2021

2021 KEY PERFORMANCE
HIGHLIGHTS

01

KINERJA UTAMA 2021
2021 KEY PERFORMANCE

IKHTISAR DATA OPERASIONAL
HIGHLIGHTS OF OPERATIONAL DATA

IKHTISAR DATA OPERASIONAL
HIGHLIGHTS OF OPERATIONAL DATA

PERISTIWA PENTING 2021
SIGNIFICANT EVENT IN 2021



1.1

KINERJA UTAMA 2021 2021 KEY PERFORMANCE

KOKOH DALAM BUDAYA PERSEROAN

PGAS Solution percaya akan Budaya Perseroan yang dijalankan dapat membawa Perseroan menuju perusahaan yang terbaik di bidangnya. Budaya AKHLAK, Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif dengan di dalamnya terdapat 6 nilai dan 18 perilaku utama menjadi pedoman setiap insan PGAS Solution dalam menjalankan aktivitas kerjanya. Sosialisasi budaya AKHLAK dan penerapannya rutin diinformasikan Perseroan dalam lingkungan kerjanya. Langkah ini sekaligus menjadi bagian dari program Perseroan untuk menjalankan prinsip-prinsip *Good Corporate Governance* dengan optimal.

EFISIENSI MELALUI TEKNOLOGI

Memaksimalkan pemanfaatan teknologi untuk mendukung terciptanya cara kerja yang lebih efektif dan efisien. Inovasi Solwaty, electrofusion, Solstudy, dan penghematan kolokasi menjadi pemicu terciptanya kreasi-kreasi baru guna mendorong kinerja Perseroan yang lebih baik lagi.

OPTIMAL DALAM NEW NORMAL

Masih dalam kondisi pandemi, PGAS Solution memegang teguh penerapan protokol kesehatan untuk turut mengambil bagian dalam meminimalkan penyebaran virus Covid-19. Menerapkan sistem kerja *Work From Home Flexible*, menyediakan perlengkapan pendukung protokol kesehatan, membuat aplikasi penunjang kerja, dan pembagian jam kerja khusus di masa pandemi. Selama *New Normal*, PGAS Solution mampu mencapai *service level agreement* di atas target KPI, dan tidak adanya *fatality* kecelakaan kerja pada kegiatan operasionalnya.

STRENGTHENING CORPORATE CULTURE

PGAS Solution believes that the currently implemented Corporate Culture will help the Company to achieve its goal to become the best company in its field. AKHLAK culture, which are comprised of 6 core values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative) and 18 main behaviors, guided every PGAS Solution employee in carrying out their work activities. The dissemination of AKHLAK culture and its implementation is regularly done by the Company in its work environment, as part of the Company's program to optimally implement the principles of *Good Corporate Governance*.

EFFICIENCY THROUGH TECHNOLOGY

During 2021, the Company is maximizing the use of technology to support the creation of a more effective and efficient working environment. The Company had invested in Solwaty, electrofusion, Solstudy, and collocation savings to trigger new creations to encourage even better performance of the Company.

OPTIMAL IN NEW NORMAL

Since the pandemic has not been subsided, PGAS Solution implemented health and safety protocol to take part to minimize the spread and impact of the Covid-19 virus, such as implementing a Flexible *Work From Home* work system, providing equipment to support health protocols, creating work support applications, and sharing special working hours during a pandemic. During the *New Normal* period, PGAS Solution achieved a *service level agreement* above the KPI target, and there were no reports of work accident fatalities in its operational activities.

1.2

IKHTISAR DATA OPERASIONAL HIGHLIGHTS OF OPERATIONAL DATA

Total Proyek dan Pendapatan Total Projects and Revenue



Tahun Year	Proyek Projects	Pendapatan (miliar rupiah) Revenue (billion IDR)
2017	337	2.020,98
2018	887	1.623,30
2019	1133	2.219,01
2020	616	1.483,20
2021	759	2.215,62



(dalam rupiah)
(in IDR)

No	Proyek Projects	Jenis Proyek Project Type	Wilayah Region	Jumlah Proyek Total Projects	Nilai Proyek (+PPN) Project Amount (+VAT)		
1.	External	EPC	I	0	-		
			II	7	216.717.515.138		
			III	2	318.978.164		
		O&M	I	5	3.281.531.099		
			II	13	1.178.103.366		
			III	34	2.424.982.151		
	Supply Chain	HO	HO	3	93.840.322.151		
			I	18	1.505.141.242		
			II	0	-		
		III	0	-			
		2.	Internal	EPC	I	58	495.296.417.128
					II	18	15.482.244.177
III	11				62.448.935.949		
O&M	I			132	28.545.323.265		
	II			148	46.250.453.402		
	III			92	16.753.699.333		
Supply Chain	HO	HO	11	632.871.504.177			
		I	6	880.330.000			

INISIASI DAN PROYEK TERKONTRAK

INITIATED AND CONTRACTED PROJECTS

Inisiasi Proyek Tahun 2021

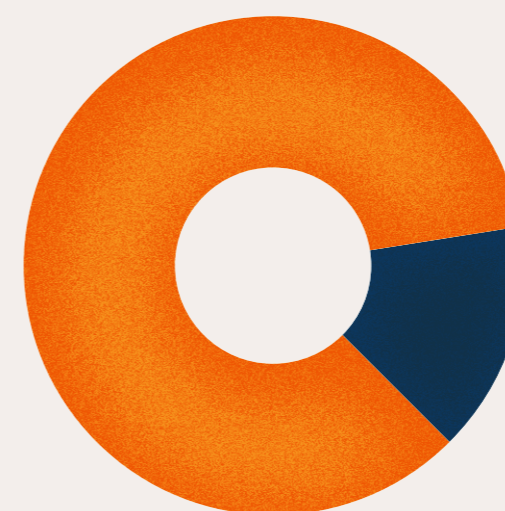
Initiated Projects in 2021

Rp4.711.466.445.591

Proyek Terkontrak Tahun 2021

Contracted Projects in 2021

Rp1.617.435.480.832



Proyek Eksternal Terkontrak
Contracted External Projects

Rp318.906.573.311

82 Proyek / Project

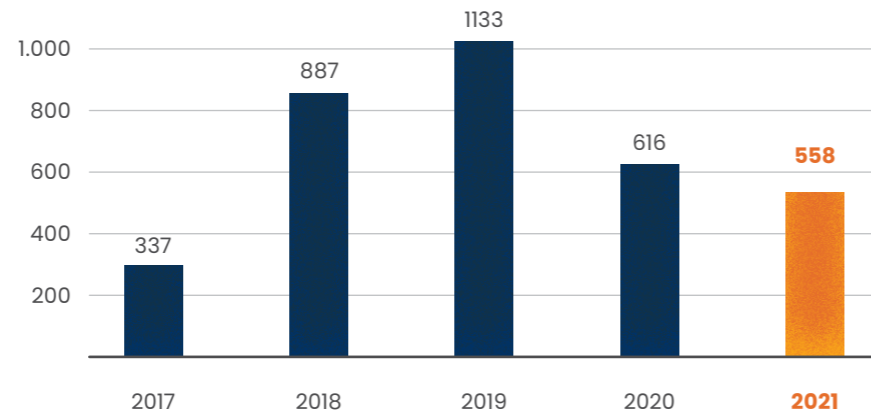
Proyek Internal Terkontrak
Contracted Internal Projects

Rp1.298.528.907.521

476 Proyek / Project

Jumlah Proyek 2021
Total Projects in 2021

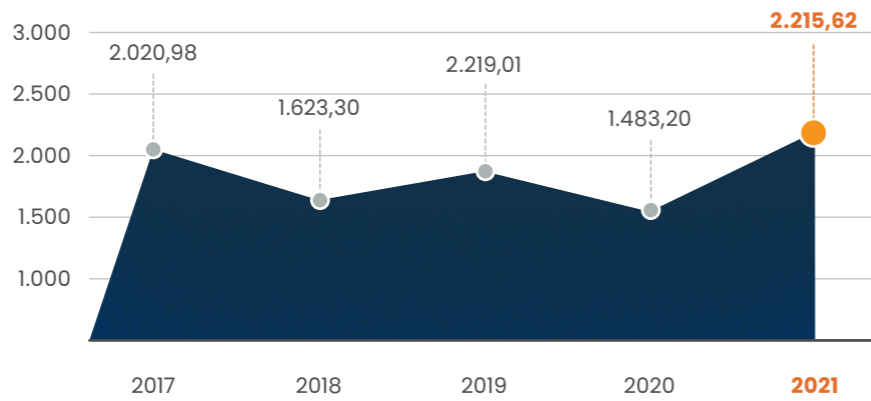
558



Jumlah Pendapatan 2021
Total Revenue in 2021

2.215,62

(miliar rupiah)
(billion IDR)



1. EPC

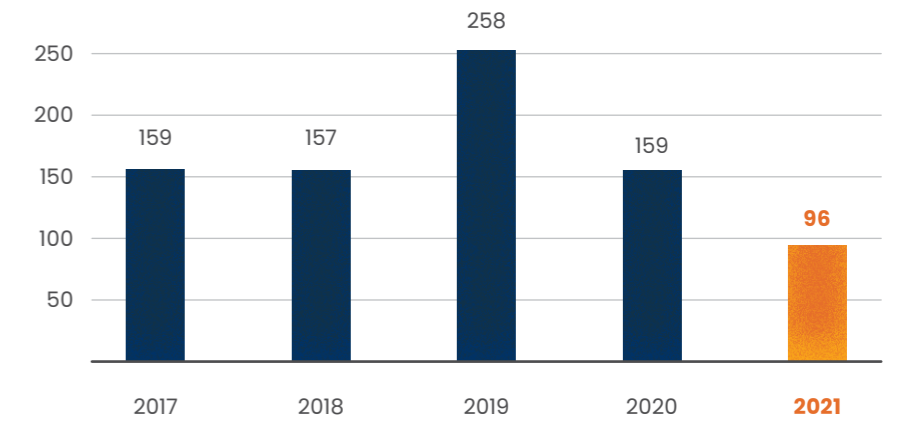
a. Proyek EPC (Engineering Procurement Construction)
EPC Projects



Keterangan Description	2017	2018	2019	2020	2021
Jumlah Project Total Projects	159	157	258	159	96
Jumlah Pendapatan (miliar rupiah) Total Revenue (billion IDR)	913,75	706,50	1.248,83	633,62	790,26

Jumlah Proyek 2021
Total Projects in 2021

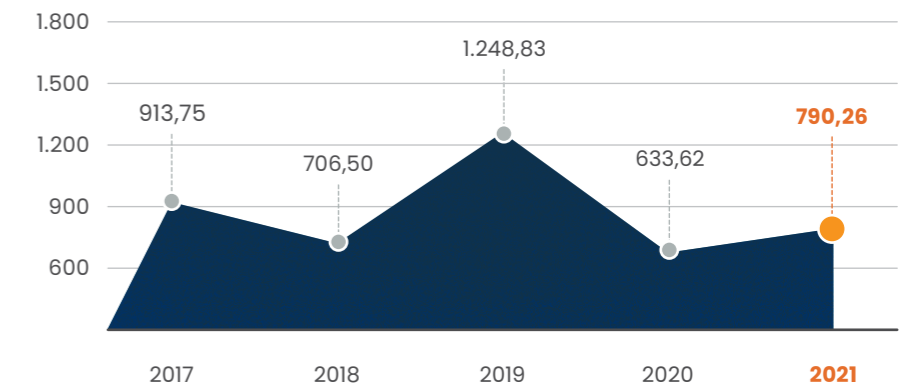
96



Jumlah Pendapatan 2021
Total Revenue in 2021

790,26

(miliar rupiah)
(billion IDR)



2. O&M

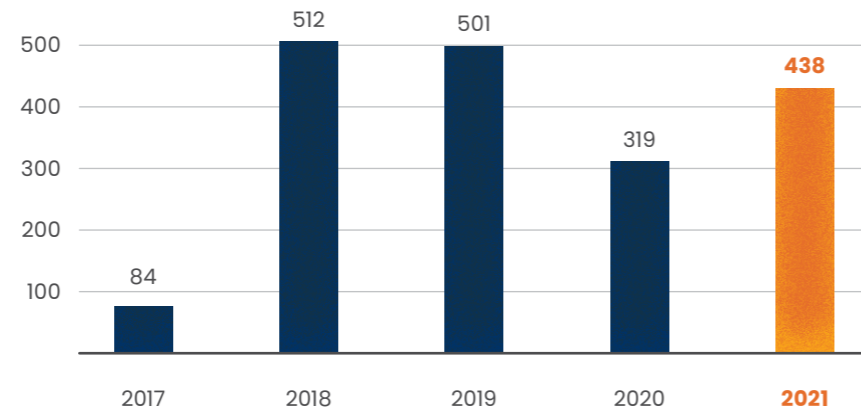
a. Proyek O&M (Operation & Maintenance)
O&M Projects



Keterangan Description	2017	2018	2019	2020	2021
Jumlah Project Total Projects	84	512	501	319	438
Jumlah Pendapatan (miliar rupiah) Total Revenue (billion IDR)	866,55	844,08	743,29	655,89	824,79

Jumlah Proyek 2021
Total Projects in 2021

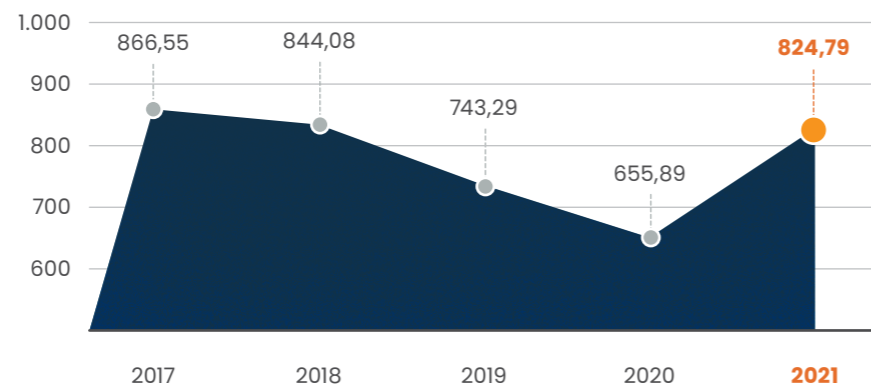
438



Jumlah Pendapatan 2021
Total Revenue in 2021

824,79

(miliar rupiah)
(billion IDR)



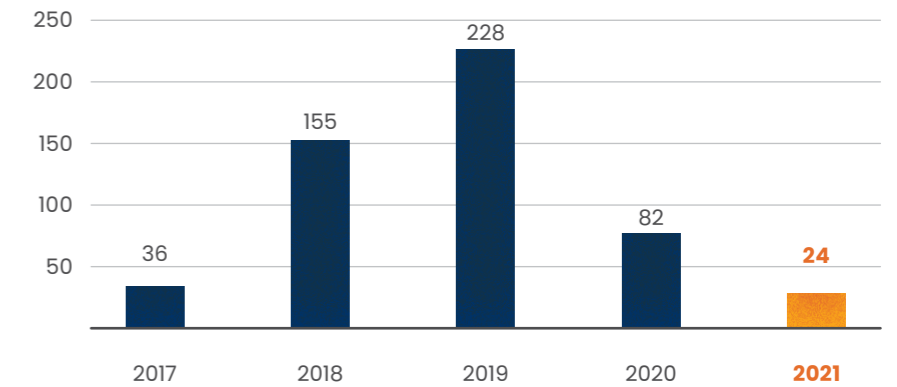
3. SUPPLY CHAIN



Keterangan Description	2017	2018	2019	2020	2021
Jumlah Project Total Project	36	155	228	82	24
Jumlah Pendapatan (miliar rupiah) Total Revenue (billion rupiah)	143,63	8,27	98,27	132,49	2,39

Jumlah Proyek 2021
Total Projects in 2021

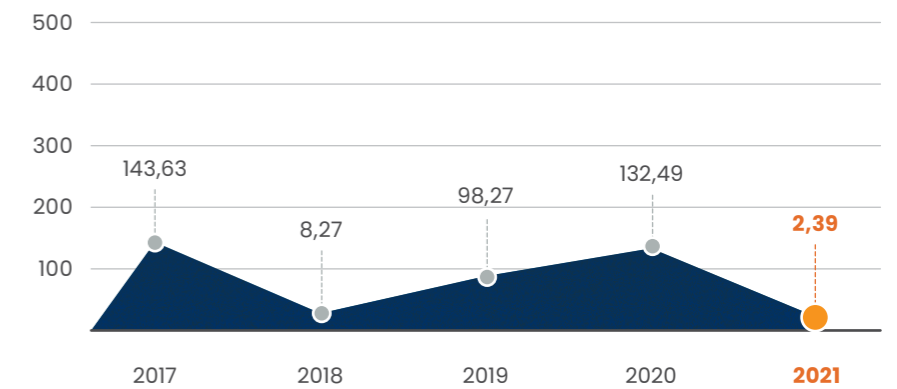
24



Jumlah Pendapatan 2021
Total Revenue in 2021

2,39

(miliar rupiah)
(billion IDR)



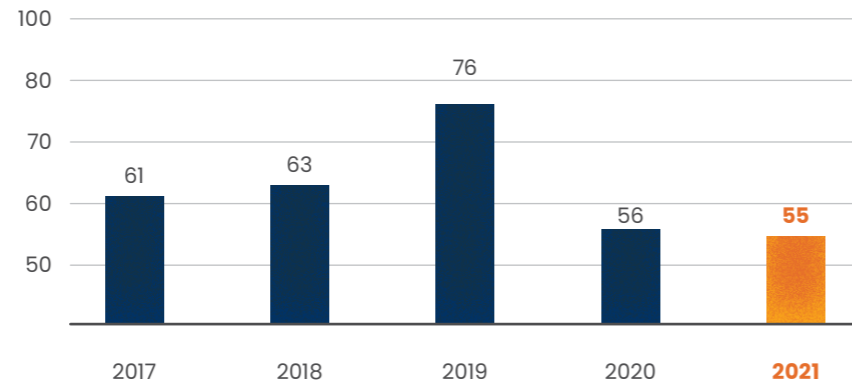
4. ENGINEERING (ANAK PERUSAHAAN, SENA) ENGINEERING (SUBSIDIARY, SENA)



Keterangan Description	2017	2018	2019	2020	2021
Jumlah Project Total Projects in	61	63	76	56	55
Jumlah Pendapatan (miliar rupiah) Total Revenue (billion IDR)	97,04	64,43	128,62	61,18	62,01

Jumlah Proyek 2021 Total Projects in 2021

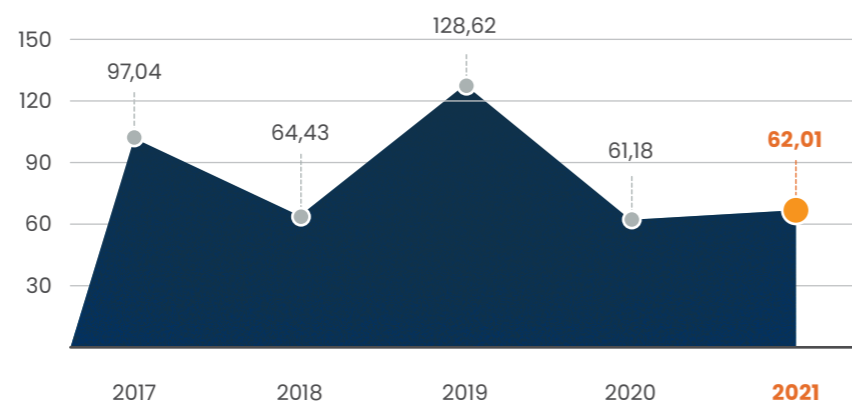
55



Jumlah Pendapatan 2021 Total Revenue in 2021

62,01

(miliar rupiah)
(billion IDR)



1.3

IKHTISAR DATA KEUANGAN HIGHLIGHTS OF FINANCIAL DATA

Ikhtisar Data Keuangan Penting Highlights of Key Financial Performance

(miliar rupiah)
(billion IDR)



Labarugi Komprehensif Konsolidasi Consolidated Comprehensive Profit or Loss	2017	2018	2019	2020	2021
Total Pendapatan Total Revenue	2.020,98	1.623,30	2.219,01	1.483,20	2.215,62
Beban Pokok Pendapatan Cost of Goods Sold	(1.594,84)	(1.344,40)	(1.930,08)	(1.292,56)	(1.932,96)
Labakotor Gross Profit	426,14	278,89	288,94	190,63	282,66
Beban Usaha Operating Expenses	(126,82)	(122,98)	(194,82)	(91,27)	(151,19)
Pendapatan (Beban) Lain-Lain Other Income	-	-	-	-	-
Pendapatan Lain-Lain Other Revenue	20,06	19,56	21,78	15,78	5,76
Beban Denda Proyek Expenses from Projects Fine	-	-	-	-	-
Pendapatan Denda Proyek Revenue from Projects Fine	-	-	-	-	-
Beban Lain-Lain Other Expenses	(89,25)	(11,65)	(21,78)	(24,74)	(37,95)
Labausaha Operating Profit	230,13	163,82	94,12	90,38	99,28
Labakurs, Neto Foregin Exchange Profit, Net	(3,60)	2,30	(1,74)	0,88	0,42
Pendapatan Keuangan Finance Income	14,82	12,42	10,16	3,44	6,31
Beban Keuangan Finance Costs	(2,87)	(2,39)	(0,03)	(1,23)	(3,40)
Bunga Pinjaman Loan Interest	-	-	(1,62)	(8,35)	(3,78)
Pajak Final Final Tax	(57,90)	(46,44)	(45,53)	(33,93)	(71,45)
Labasebelum Pajak Penghasilan Profit Before Tax	180,58	129,70	34,68	51,18	27,40

Beban pajak Tax Expenses	2017	2018	2019	2020	2021
Pajak Kini Current Tax	(45,94)	(6,24)	6,86	(5,98)	0,92
Pajak Tangguhan, Neto Deferred Tax, Net	(1,43)	0,47	2,55	1,69	(1,48)
Laba Tahun Berjalan Profit For The Year	133,20	123,94	44,10	46,89	25,01
Pendapatan Komprehensif Lain Other Comprehensive Income	(1,24)	0,26	1,10	1,20	7,98
Total Pendapatan Komprehensif Tahun Berjalan Total Comprehensive Income for The Year	131,98	124,19	45,19	48,08	32,98

Total Pendapatan Komprehensif Tahun Berjalan Total Comprehensive Income for the Year



32,98
(miliar rupiah)
(billion IDR)

Laba (Rugi) Income Statement	2017	2018	2019	2020	2021
Pemilik Entitas Induk Owner of Holding Entity	133,19	123,93	42,96	46,89	25,00
Kepentingan Non Pengendali Non-Controlling Interest	0,01	0,01	0,01	0,002	0,07
Jumlah Total	133,20	123,94	42,97	46,89	25,01

Jumlah Laba (Rugi) Total Profit (Loss)



25,01
(miliar rupiah)
(billion IDR)

Jumlah Komprehensif yang dapat Diatribusikan Attributable Comprehensive Amount	2017	2018	2019	2020	2021
Pemilik Entitas Induk Owner of Holding Entity	131,97	124,18	44,05	48,08	32,98
Kepentingan Non Pengendali Non-Controlling Interest	0,01	0,01	0,01	0,001	0,001
Jumlah Total	131,98	124,19	44,06	48,08	34,45

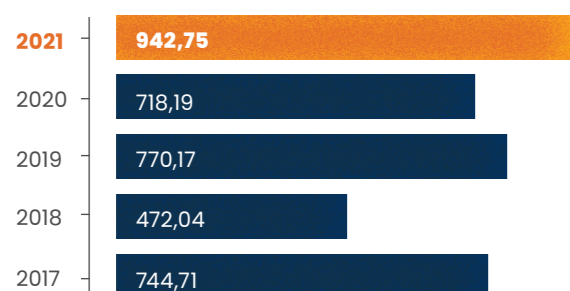
Jumlah Komprehensif yang dapat Diatribusikan Attributable Comprehensive Amount



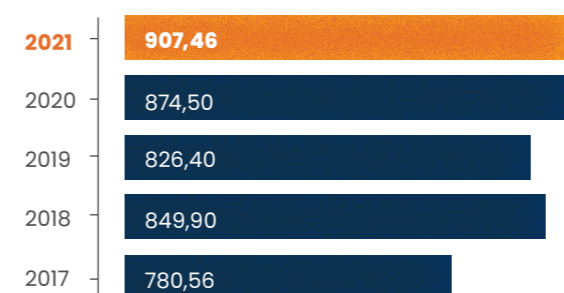
34,45
(miliar rupiah)
(billion IDR)

Posisi Keuangan Konsolidasi
Consolidated Financial Position

	2017	2018	2019	2020	2021
Jumlah Investasi di Grup PGN Total Investment in PGN Group	0,76	0,76	0,76	0,76	0,76
Jumlah Aset Total Assets	1.525,27	1.321,94	1.596,57	1.592,67	1.850,21
Aset Lancar Current Assets	1.300,42	976,60	1.304,09	1.437,65	1.705,81
Aset Tidak Lancar Non-Current Assets	224,85	345,34	292,47	155,19	144,39
Jumlah Liabilitas Total Liabilities	744,71	472,04	770,17	718,19	942,75
Liabilitas Lancar Current Liabilities	707,49	430,74	734,97	678,88	884,80
Liabilitas Tidak Lancar Non-Current Liabilities	37,21	41,30	35,19	39,30	57,94
Jumlah Ekuitas Total Equity	780,56	849,90	826,40	874,48	907,46

Jumlah Liabilitas
Total Liabilities


942,75
(miliar rupiah)
(billion IDR)


Jumlah Ekuitas
Total Equity


907,46
(miliar rupiah)
(billion IDR)


Rasio Keuangan (%)
Financial Ratios (%)

Rasio Keuangan Financial Ratios	2017	2018	2019	2020	2021
Rasio Laba Kotor Gross Profit Ratio	21	17	13	13	13
Rasio Laba Operasi Operating Profit Ratio	11	10	4	6	5
Rasio Laba Bersih Net Profit Ratio	7	8	2	3	1
Rasio Lancar Current Ratio	184	227	177	212	193
ROA	9	9	3	3	1
ROE	17	15	5	5	3



INFORMASI MODAL

Tidak ada perubahan pada modal saham PGAS Solution sejak awal berdiri, berikut adalah rinciannya:

Informasi Modal Capital Information	Nilai Value
Lembar Saham (Lembar) Number of Shares (Share)	170.000.000
Harga Per Lembar Saham (Rupiah) Price Per Share (Rupiah)	500
Jumlah Modal (rupiah) Total Capital (rupiah)	85.000.000.000

IKHTISAR SAHAM

Sampai dengan tahun buku 2021, PGAS Solution tidak memiliki perdagangan saham sehingga tidak ada informasi terkait dengan jumlah saham yang beredar, kapitalisasi pasar, informasi harga saham tertinggi dan terendah, harga saham penutup, serta volume saham yang diperdagangkan.

IKHTISAR OBLIGASI

Sampai dengan tahun buku 2021, PGAS Solution tidak menerbitkan obligasi, sukuk, dan obligasi konversi, sehingga tidak ada informasi terkait dengan jumlah obligasi/sukuk/obligasi konversi yang beredar, tingkat bunga/imbalan, tanggal jatuh tempo, dan peringkat obligasi/sukuk.

CAPITAL INFORMATION

There is no change in PGAS Solution's share capital since its commencement. The following table shows the capital information details:

SUMMARY OF SHARES

Until the end of fiscal year 2021, PGAS Solution has not made any share trading hence there is no information regarding the amount of outstanding shares, market capitalization, information on the highest and lowest shares price, shares price on closing, and the volume of the shares being traded.

SUMMARY OF OBLIGATION

Until the end of fiscal year 2021, PGAS Solution has not issued any bonds, Islamic bonds (sukuk), and conversion bonds, hence there is no information regarding the amount of outstanding bonds/sukuk/conversion bond, the interest rate, due dates, and the bonds/sukuk ranking.

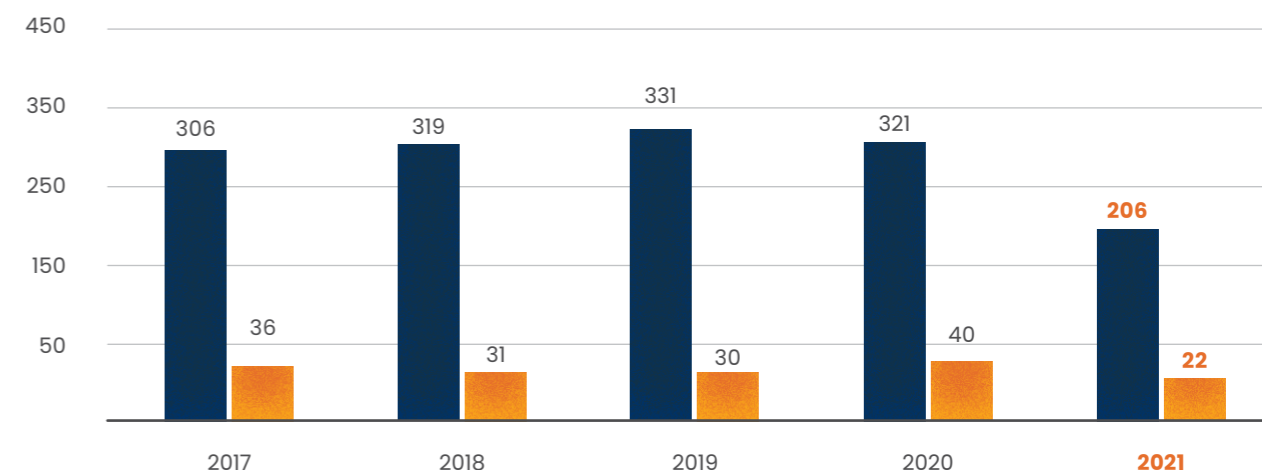
1.4

IKHTISAR DATA SUMBER DAYA MANUSIA
HIGHLIGHTS OF HUMAN RESOURCES DATA

Pekerja Berdasarkan Jenis Kelamin
Employees Based on Gender



Jenis Kelamin Pekerja Employees' Gender	2017	2018	2019	2020	2021
Laki-Laki Male	306	319	331	321	206
Perempuan Female	36	31	30	40	22
Jumlah Total	342	350	361	361	228



TOTAL 2021
228

■ Laki-laki Male ■ Perempuan Female

Pekerja Berdasarkan Usia
Employees Based on Age



20-29

12

30-39

128

40-49

58

≥50

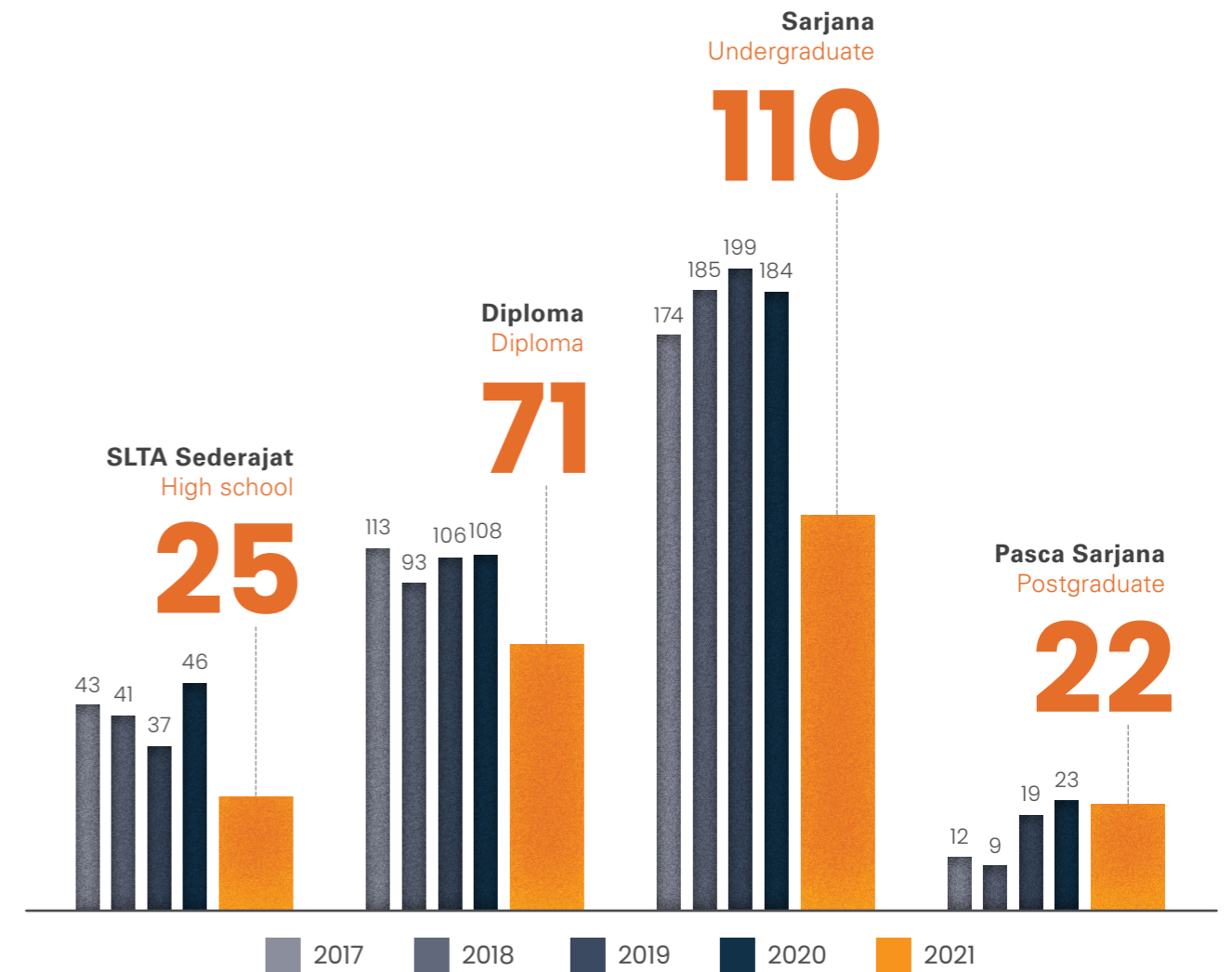
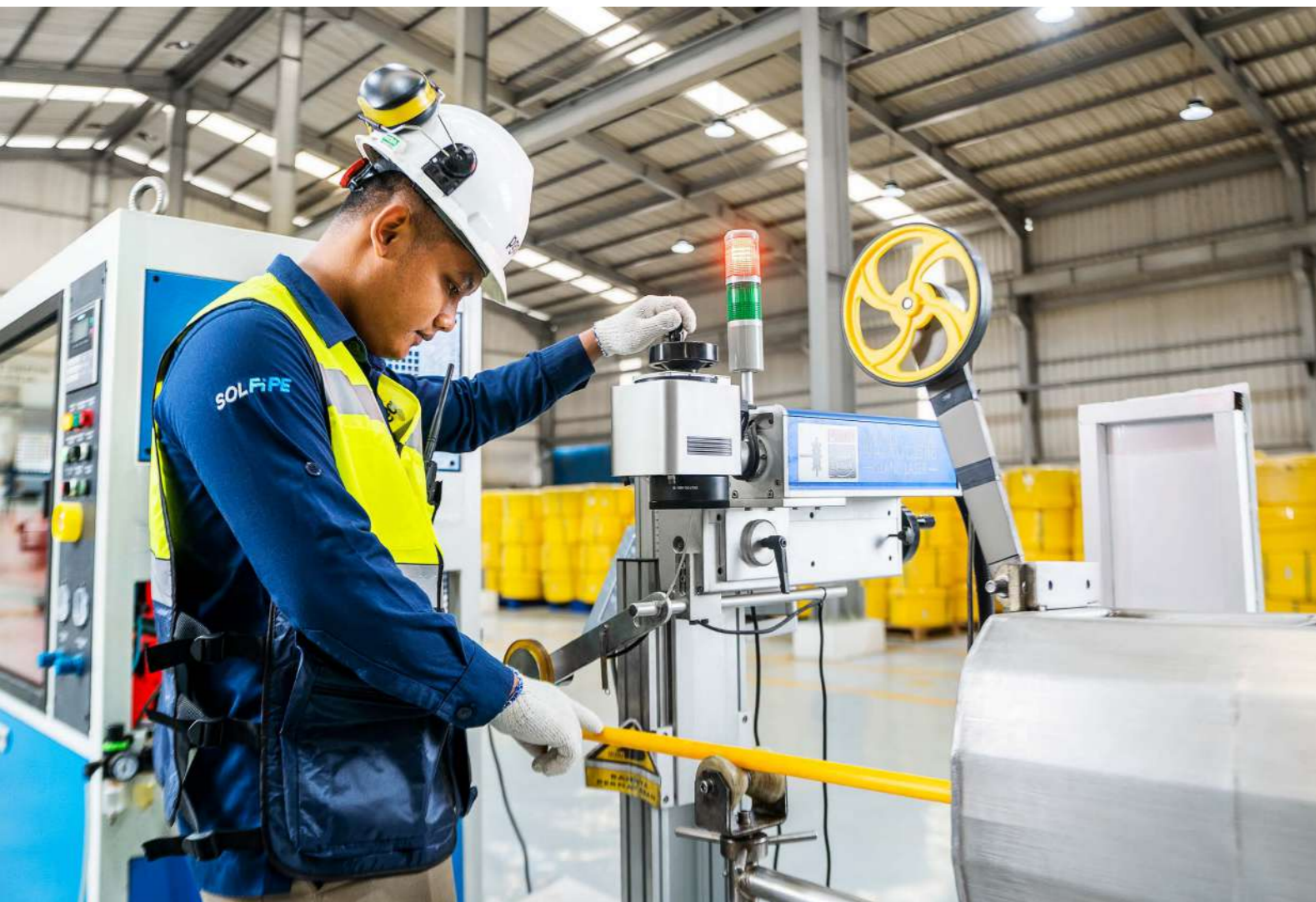
30

Usia Pekerja Employees' Age	2017	2018	2019	2020	2021
20-29	55	35	11	49	12
30-39	161	178	203	163	128
40-49	78	81	99	94	58
≥50	48	56	48	55	30
Jumlah Total	342	350	361	361	228

Pekerja Berdasarkan Tingkat Pendidikan
Employee Based Level of Education



Tingkat Pendidikan Level of Education	2017	2018	2019	2020	2021
SLTA Sederajat High school	43	41	37	46	25
Diploma	113	93	106	108	71
Sarjana Undergraduate	174	185	199	184	110
Pasca Sarjana Postgraduate	12	9	19	23	22
Jumlah Total	342	350	361	361	228



Pekerja Berdasarkan Status Kepegawaian

Employees Based on Employment Status



Status Pekerja Employment Status	2017	2018	2019	2020	2021
Perbantuan PGN PGN Seconded Employee	209	199	185	168	147
Pekerja Tetap Permanent Employee	99	97	95	76	81
Pekerja Kontrak Contract Employee	34	54	81	117	0
Jumlah Total	342	350	361	361	228

Perbantuan PGN PGN Seconded Employee

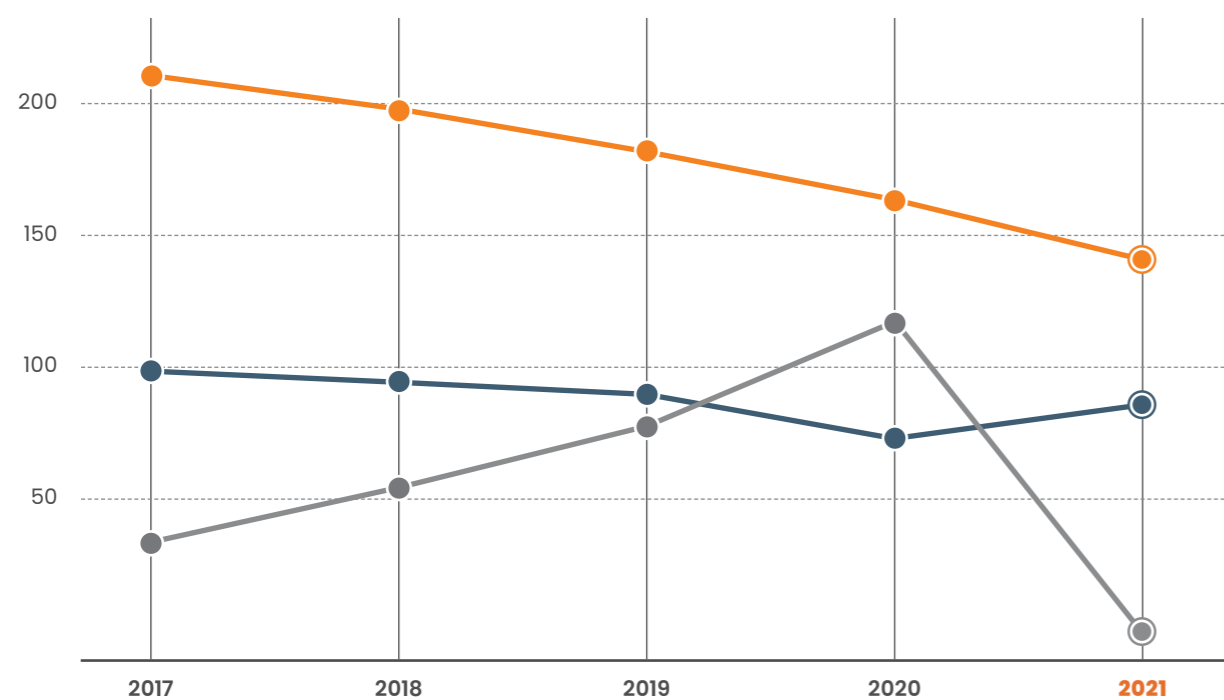
147

Pekerja Tetap Permanent Employee

81

Pekerja Kontrak Contract Employee

0



Pekerja Berdasarkan Jabatan

Employees Based on Position



Kelompok Jabatan Position Group	2017	2018	2019	2020	2021
Level 1 Manajemen Puncak (<i>Assistant Vice President</i>) Top Management (<i>Assistant Vice President</i>)	16	25	27	21	22
Level 2 Manajemen Madya (<i>Manager</i>) Middle Management (<i>Manager</i>)	71	58	62	90	88
Level 3 Supervisor (<i>Supervisor</i>)	116	74	123	105	67
Level 4 Pelaksana (<i>Officer – Pelaksana</i>) Executive (<i>Officer – Executive</i>)	139	193	149	145	51
Jumlah Total	342	350	361	361	228

Level 1

Manajemen Puncak (*Assistant Vice President*) Top Management (*Assistant Vice President*)

2017	2018	2019	2020	2021
16	25	27	21	22

22

Level 2

Manajemen Madya (*Manager*) Middle Management (*Manager*)

2017	2018	2019	2020	2021
71	58	62	90	88

88

Level 3

Supervisor (*Supervisor*) PGN Seconded Employee

2017	2018	2019	2020	2021
116	74	123	105	67

67

Level 4

Pelaksana (*Officer – Pelaksana*) Executive (*Officer – Executive*)

2017	2018	2019	2020	2021
139	193	149	145	51

51

1.5

IKHTISAR PENERAPAN KESEHATAN DAN KESELAMATAN KERJA SERTA PENGELOLAAN LINGKUNGAN (K3PL)

HIGHLIGHTS OF HEALTH, SAFETY, SECURITY AND ENVIRONMENT (HSSE) IMPLEMENTATION

JAM KERJA AMAN

Jumlah waktu kerja yang dihasilkan oleh pekerja tanpa menimbulkan kehilangan waktu kerja, umumnya perhitungan setelah kecelakaan kematian terakhir di Perseroan. Kecelakaan kematian merupakan kecelakaan yang menimbulkan kematian dalam 24 jam. Pencapaian jam kerja aman di seluruh satuan kerja dan unit proyek menunjukkan tidak terjadi hari kerja hilang.

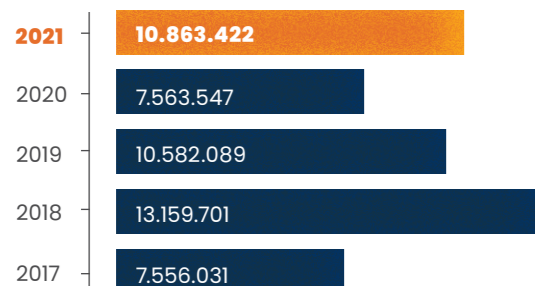
Jam Kerja Aman dihitung dari waktu kerja pekerja tanpa kehilangan waktu kerja yang disebabkan oleh kecelakaan kerja. Pencapaian jam kerja aman tahun 2021 menunjukkan bahwa tidak terjadi kecelakaan kerja yang mengakibatkan jam kerja hilang. Hal ini membuktikan komitmen manajemen dan penerapan Keselamatan dan Kesehatan Kerja di PGAS Solution dapat berjalan dengan baik.

SAFE MAN HOURS

A safe man-hour is a unit of production completed without a lost-time injury or accident, generally calculated after the last fatality in the company. Fatality is a work-related incident that causes death within 24 hours. The numbers of safe man hours in all units and projects in PGAS Solution show that there was not any lost workday occurred.

Safe Man Hours are calculated from the work time of workers without loss of work time caused by work accidents. The achievement of safe working hours in 2021 shows that there are no work accidents that result in lost working hours. This proves that the management commitment and the implementation of Occupational Safety and Health in PGAS Solution can run well.

Jam Kerja Aman PGAS Solution Tahun 2017-2021
PGAS Solution Safe Man Hours in 2017-2021



10.863.422
Jam Hours

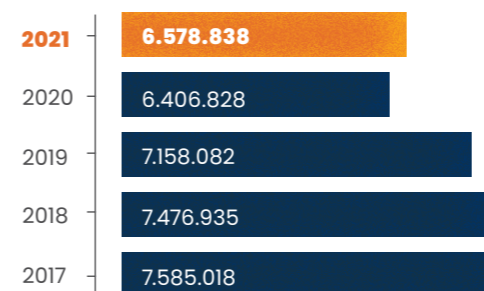
JARAK BERKENDARA AMAN

Jumlah jarak tempuh perjalanan aman tanpa ada kecelakaan. Jarak berkendara aman mengindikasikan jumlah perjalanan aman dan kecelakaan berkendara dalam kurun waktu tertentu.

SAFE DRIVING DISTANCE

The amount of safe driving distance without any accident. Safe driving distance indicates the number of safe distance and driving accidents in a certain period of time.

Jarak Berkendara Aman PGAS Solution Tahun 2017-2021
PGAS Solution Safe Driving Distance in 2017-2021



6.578.838
Kilometer

JUMLAH KETIDAKHADIRAN PEKERJA KARENA SAKIT

Jumlah hari ketidakhadiran pekerja karena sakit. Parameter ini mengukur tingkat kesehatan pekerja berdasar jumlah jam kerja yang hilang karena sakit.

TOTAL SICKNESS ABSENCE FREQUENCY (TSAF)

Total employee absence from sickness. This parameter measures employees' health level based on the number of man hours lost due to sickness.

TSAF PGAS Solution Tahun 2017-2021
PGAS Solution TSAF in 2017-2021



0,03

1.6

PERISTIWA PENTING 2021

SIGNIFICANT EVENTS IN 2021

10

Maret 2021
March 2021**JARGAS SURABAYA
SIDOARJO**

Penandatanganan Kontrak Jargas Surabaya Sidoarjo bersama Kementerian ESDM

**SURABAYA-SIDOARJO
GAS NETWORK**

The Company signed the contract for Surabaya-Sidoarjo Gas Network with the Indonesian Ministry of Energy & Mineral Resources

9

April 2021
April 2021**JARGAS WAJO BANGGAI**

Penandatanganan Kontrak Jargas Wajo Banggai bersama Kementerian ESDM

**WAJO BANGGAI GAS
NETWORK**

The Company signed the contract for Wajo Banggai Gas Network with the Indonesian Ministry of Energy & Mineral Resources

31

Agustus 2021
August 2021**TINJAUAN MANAJEMEN
PABRIK PIPA PE**

Kunjungan Komisaris Utama bersama jajaran Direksi PGN ke Pabrik Pipa PE milik PT PGAS Solution di Karawang

**MANAGEMENT VISIT
TO PE PIPE FACTORY**

The Company's President Commissioner with all of the Board of Directors visited the Company-owned PE Pipe Factory in Karawang

22

September 2021
September 2021**SERTIJAB DIREKSI
PT PGAS SOLUTION**

Serah Terima Jabatan pergantian Direktur Teknik & Pengembangan dan Direktur Operasi PT PGAS Solution

**POSITION HANDOVER
OF THE COMPANY'S
DIRECTOR**

The Company successfully handed over the position of Technical & Development Director and Operational Director to the new Directors

2

November 2021
November 2021**MOU PT PGAS SOLUTION
- DISNAKERTRANS
PEMROV DKI**

Penandatanganan Nota Kesepahaman PT PGAS Solution dengan Dinas Tenaga Kerja dan Transmigrasi Pemerintah Provinsi DKI Jakarta

**PT PGAS SOLUTION
MOU WITH JAKARTA
SPECIAL REGION OFFICE
OF MANPOWER AND
TRANSMIGRATION**

The Company signed a MOU with Jakarta Special Region Office of Manpower and Transmigration

10

November 2021
November 2021**MOU PT PGAS
SOLUTION - METROLOGI**

Penandatanganan Perjanjian Kerjasama PT PGAS Solution dengan Direktorat Metrologi Kementerian Perdagangan tentang Tera dan Tera Ulang Meter Gas

**PT PGAS SOLUTION -
METROLOGY MOU**

The Company signed a Cooperation Agreement with the Metrology Directorate of the Ministry of Trade regarding Gas Meter Calibration and Recalibration

3

Desember 2021
December 2021**HOA PT PGAS SOLUTION -
PT SARANA PATRA
HULU CEPU**

Kerja sama dalam mendukung Rencana Pengembangan Lanjutan di Wilayah Kerja Blok Cepu

**PT PGAS SOLUTION AND
PT SARANA PATRA HULU
CEPU HOA**

The Company initiated a Cooperation in supporting the Advanced Development Plan in the Cepu Block Working Area

28

Desember 2021
December 2021**KUNJUNGAN DPRD KAB.
KARAWANG**

Kunjungan pengecekan Limbah B3 dari Anggota DPRD Karawang ke Pabrik Pipa PE

KARAWANG DPRD VISIT

Karawang DPRD members visited the Company's PE Pipe Factory to check the process of hazardous waste processing at the Factory





LAPORAN KEPADA PEMEGANG SAHAM

REPORT TO SHAREHOLDERS

02

LAPORAN DEWAN KOMISARIS
REPORT OF THE BOARD
OF COMMISSIONERS

LAPORAN DIREKSI
REPORT OF THE BOARD
OF DIRECTORS



2.1

LAPORAN DEWAN KOMISARIS REPORT OF THE BOARD OF COMMISSIONERS

Dengan bersinergi secara internal dan eksternal, PGAS Solution optimis mampu mewujudkan target yang telah ditetapkan dan memberikan lebih banyak manfaat kepada seluruh pemangku kepentingan.

"By synergizing internally and externally, PGAS Solution is optimistic about its ability to achieve set targets and create more benefits for stakeholders."

ARIE NOBELTA KABAN

KOMISARIS UTAMA
PRESIDENT COMMISSIONER

BERSINERGI SATU ENERGI UNTUK NEGERI

BUILDING SYNERGY TOWARDS UNIFIED ENERGY FOR THE COUNTRY

PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN YANG TERHORMAT,

Mari bersama kita panjatkan puja dan puji syukur kepada Tuhan Yang Maha Esa atas segala karunia yang diberikannya serta kesempatan yang masih kita peroleh untuk terus memperbaiki diri dan menjadi yang terbaik. Dalam laporan tahunan ini, Dewan Komisaris menyampaikan laporan mengenai pelaksanaan pengawasan dan penilaian terhadap kegiatan operasional Perseroan.

Kebijakan Pemerintah dalam mengendalikan pandemi dengan didukung berbagai pihak sukses menekan penyebaran Covid-19 di tanah air. Tercatat pada akhir tahun 2021, vaksinasi ke-2 yang telah dilaksanakan mencapai 113.666.327 vaksin, atau 55% dari target yang ditetapkan sebanyak 208,26 juta vaksin. Alhasil, Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) mulai diturunkan levelnya. Dunia usaha pun bergerak lebih cepat dibandingkan tahun 2020, termasuk PGAS Solution yang memanfaatkan momentum ini seoptimal mungkin sehingga berhasil meningkatkan pendapatan sebesar 49,42% dari tahun sebelumnya.

Kondisi yang kian membaik ini memberikan lebih banyak kesempatan bagi PGAS Solution untuk mencapai kesepakatan-kesepakatan baru guna mendukung penyebaran energi baik ke seluruh negeri. Bergerak secara efisien, menjaga kepuasan pelanggan, inovatif dan profesional, serta bersinergi secara internal dan eksternal, PGAS Solution optimis mampu mewujudkan target yang telah ditetapkan dan memberikan lebih banyak manfaat kepada seluruh pemangku kepentingan.

VALUED SHAREHOLDERS AND STAKEHOLDERS,

On this occasion, let us praise God Almighty for all the gifts He has given and the opportunities we still get to continue to improve to become the best version of ourselves. In this annual report, allow us to represent the Board of Commissioners and report on the implementation of supervision and assessment activity of the Company's operational activities.

With the support of various parties, the Government policies in controlling the pandemic have succeeded in limiting the spread of Covid-19 in the country. At the end of 2021, the second dose of the Covid-19 vaccination had reached 113,666,327 recipients, or 55% of the set target of 208.26 million doses. Therefore, the Community Activity Restrictions (PPKM) rules have started to be tapered off. The business world is also moving faster than 2020, and PGAS Solution was able to take advantage of this phenomenon, which can be seen in its revenue which increased 49.42% compared to 2020.

This improving condition allows the Company to find more opportunities to reach new agreements, which in turn will allow it to reach its penultimate goal to support the spread of good energy throughout the country. By moving efficiently, maintaining customer satisfaction, being innovative and professional, as well as synergizing internally and externally, PGAS Solution is optimistic about its ability to achieve set targets and create more benefits for stakeholders.

PENILAIAN KINERJA DIREKSI DAN DASAR PENILAIANNYA

Budaya AKHLAK, Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif merupakan acuan setiap insan PGAS Solution dalam menjalankan aktivitas kerjanya, sekaligus sebagai aksi Perseroan menerapkan *Good Corporate Governance* (GCG). Salah satu langkah GCG yang dilakukan adalah dengan melaksanakan Kriteria Penilaian Kinerja Unggul (KPKU) yang dimulai sejak tahun 2019. Termasuk di dalamnya *Key Performance Indicator* (KPI) untuk menilai kinerja Direksi. Pada tahun 2021, PGAS Solution melakukan penilaian sendiri (*self-assessment*) berdasarkan parameter BUMN, dengan hasil skor KPI Direksi 26,68 atau memenuhi 76% nilai maksimal.

Secara keseluruhan, Dewan Komisaris melihat jajaran Direksi bersama Manajemen Perseroan telah melakukan upaya terbaik selama pandemi ini. Strategi yang diterapkan menghadapi situasi "New Normal" dapat dikatakan berhasil, dengan diperolehnya nilai rata-rata *Service Level Agreement*-nya (SLA) 100%. Perseroan juga sukses mengambil bagian dalam belanja negara Pemerintah untuk pembangunan infrastruktur di tahun 2021 senilai Rp417,4 triliun (terbesar untuk infrastruktur). Tercatat jumlah proyek yang didapat Perseroan meningkat 23,21% sehingga menaikkan pendapatan sebesar 49,42% dari tahun lalu.

Menjadi bagian dari subholding gas PGN di bawah holding migas PT Pertamina, PGAS Solution mendapatkan kepercayaan mengerjakan 679 proyek dari internal grup, dan memperoleh kesepakatan mengerjakan 80 proyek dari pihak eksternal. Beberapa proyek besar yang dikerjakan pada tahun 2021 di antaranya, konstruksi pipa minyak Blok Rokan di Riau dan pembangunan infrastruktur penyediaan gas bumi di Jawa Tengah.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT AND BASIS FOR ASSESSMENT

The AKHLAK culture, which is comprised of Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative values, is the reference for every PGAS Solution employee in carrying out their work activities, as well as the Company's action in implementing Good Corporate Governance (GCG) principles. As part of the GCG implementation, in 2019 the Company commenced the implementation of the Superior Performance Assessment Criteria (KPKU), which includes Key Performance Indicators (KPI) to assess the performance of the Board of Directors. In 2021, PGAS Solution conducted a self-assessment based on BUMN parameters, and the Board of Directors achieved 76% of the maximum KPI score, with a nominal score of 26.68

Overall, the Board of Commissioners sees that the Board of Directors together with the Company's Management have made their best efforts during this pandemic. Their strategy to adapt to the "New Normal" situation was relatively successful, which can be proven by their ability to fulfill 100% of the Service Level Agreement (SLA) on average. PGAS Solution has also successfully taken part in the Government's state expenditure for infrastructure development in 2021, which was recorded at record-level Rp417.4 trillion. The Company also recorded a 23.12% increase of projects obtained, thereby increasing revenue by 49.42% from last year.

As part of the PGN gas subholding under PT Pertamina's oil and gas holding, PGAS Solution was trusted to work on 679 projects from the internal group and obtained an agreement to work on 80 projects from external parties. Some of the major projects being carried out in 2021 include the construction of the Rokan Block oil pipeline in Riau and the construction of natural gas supply infrastructure in Central Java.

Segmen bisnis EPC (*Engineering, Procurement and Construction*) menjadi penyumbang terbesar pendapatan Perseroan sebesar 66,26%, yang kedua datang dari segmen usaha O&M (*Operation & Maintenance*) sebesar 28,13%, lalu *Supply Chain* 2,8%, dan SENA 2,81%. Meskipun penurunan pendapatan terjadi pada segmen usaha O&M dan *Supply Chain*, namun hal tersebut masih dianggap wajar mengingat masih belum pulihnya dunia usaha akibat dampak Covid-19 yang cukup signifikan.

Pada tahun 2021, pendapatan yang dapat dicatat PGAS Solution sebesar Rp2.216,27 miliar, turun 33,7% dari target RKAP 2021. Meski belum mencapai 100%, Dewan Komisaris menilai usaha yang dilakukan Direksi dan Manajemen sudah tepat dan maksimal.

Penanggulangan Covid-19 dan dampaknya masih menjadi fokus Pemerintah di tahun 2021 dengan diiringi pembangunan infrastruktur di berbagai sektor, penerapan protokol kesehatan dalam segala aktivitas, dan proses vaksinasi yang masih berjalan. PGAS Solution berharap strategi penanggulangan Covid-19 yang dilakukan Pemerintah dapat segera membawa Indonesia bebas dari pandemi, sehingga roda perekonomian dapat melaju lebih cepat. Perseroan selalu mendukung setiap langkah Pemerintah, khususnya segala kebijakan yang dikeluarkan holding dan subholding untuk menyebarkan pemanfaatan gas bumi ke seluruh negeri dan berkontribusi mewujudkan 2060 *net zero emission* di negeri tercinta.

PANDANGAN ATAS PROSPEK USAHA YANG DISUSUN DIREKSI

Dewan Komisaris melihat langkah yang dilakukan Direksi dan Manajemen seperti Pembangunan Pabrik Pipa PE yang mulai beroperasi April 2021, pengoptimalan pemanfaatan teknologi informasi, dukungan terhadap inovasi, meningkatkan kompetensi SDM dan menguatkan sinergi antar pemangku kepentingan sudah tepat. Komitmen

The EPC (*Engineering, Procurement and Construction*) business segment was the largest contributor to the Company's revenue at 66.26%. The O&M (*Operation & Maintenance*) business segment contributed 28.13% of the Company's revenue, and *Supply Chain* and SENA respectively contribute 2.8% and 2.81%. Although revenue of the O&M and *Supply Chain* business segments was reduced, the reduction was still considered reasonable considering that the business world had yet to recover due to the significant impact of Covid-19.

In 2021, PGAS Solution recorded a revenue of Rp2,216.27 billion, which was 33.7% less than 2021 RKAP target. Although the Company was unable to achieve 100% of the target revenue, the Board of Commissioners assesses that the efforts made by the Board of Directors and Management are appropriate and optimal.

Recovery from the impacts of the global Covid-19 pandemic was still the focus of the Government in 2021, accompanied by infrastructure development in various sectors, implementation of health protocols in all activities, and the ongoing vaccination process. PGAS Solution expects that the Covid-19 response strategy carried out by the Government could bring Indonesia out from the pandemic state so that businesses will be able to start recovering. The Company always supports every step of the Government, especially all policies issued by its holding and subholding company to spread the use of natural gas in Indonesia and contribute to the end goal of realizing Indonesia's development goal of net zero emissions in 2060.

VIEWS ON BUSINESS PROSPECTS PREPARED BY THE BOARD OF DIRECTORS

The Board of Commissioners views that the steps taken by the Board of Directors and Management, such as the construction of a PE Pipe Factory which commenced operation in April 2021, optimization of information technology usage, supporting innovation, increasing HR competencies, and strengthening synergy

dan konsistensi penerapannya diharapkan berjalan dengan kuat, sehingga mampu membawa Perseroan menjadi perusahaan terbaik di bidangnya.

PENERAPAN GCG DAN WHISTLEBLOWING SYSTEM

Dewan Komisaris dengan dibantu oleh Komite Audit dan Sekretaris, melakukan pengawasan terhadap kegiatan usaha Perseroan untuk tetap dalam prinsip-prinsip GCG guna mewujudkan Perseroan menjadi perusahaan kelas dunia.

Untuk mengawal penerapan GCG di PGAS Solution, Dewan Komisaris dan Direksi membentuk sistem pelaporan pelanggaran (*whistleblowing system*) yang diatur dalam Surat Keputusan Direksi PGAS Solution Nomor: 027400.K/OT.00/Dirut/2019, tanggal 10 September 2019, tentang Tugas Pokok dan Fungsi Struktur Organisasi PT PGAS Solution. Peraturan tersebut menunjuk Divisi Satuan Pengawasan Internal (SPI) sebagai bagian yang bertugas mengelola *enforcement*, salah satunya ialah program *whistleblowing system*.

Pelapor dapat menyampaikan laporannya melalui email atau WhatsApp ke Divisi SPI. PGAS Solution menjamin perlindungan bagi pelapor pelanggaran (jaminan kerahasiaan identitas pelapor, isi laporan, dan jaminan keamanan bagi pelapor dan keluarganya) dengan tujuan mendorong keberanian pelaporan terjadinya pelanggaran.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Perubahan komposisi Dewan Komisaris terjadi di 23 Agustus 2021 yakni, Saudara Alimuddin Baso diberhentikan dengan hormat dari jabatannya sebagai Komisaris Perseroan yang tertuang dalam Akta Pernyataan Keputusan

between stakeholders are appropriate given the Company's condition. The commitment and consistency of its implementation are expected to run strongly, so that all those strategies will be able to bring the Company to become the best company in its field.

IMPLEMENTATION OF GCG AND WHISTLEBLOWING SYSTEM

The Board of Commissioners, assisted by the Audit Committee and the Secretary, supervises the adherence of Company's business activities to the GCG principles, which will bring the Company to be a world-class company.

To oversee the implementation of GCG at PGAS Solution, the Board of Commissioners and the Board of Directors established a whistleblowing system regulated in the Decree of the Board of Directors of PGAS Solution Number: 027400.K/OT.00/Dirut/2019, dated September 10, 2019, regarding Main Duties and Functions of the Organizational Structure of PT PGAS Solution. The regulation stipulates the appointment of the Internal Monitoring Unit (SPI) Division as the division overseeing GCG enforcement, and one of its function is to oversee the whistleblowing system program.

Whistleblowers can submit their reports through email or WhatsApp to the SPI Division. PGAS Solution guarantees that the identity and confidentiality of the whistleblowers will be protected, as well as the content of the report and the safety of their family, with the aim of encouraging the courage to report violations.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

The composition of the Board of Commissioners was changed on August 23, 2021. Mr. Alimuddin Baso was honorably dismissed from his position as Commissioner of the Company as stipulated in the Circular Deed of Decision of Shareholders Number

Para Pemegang Saham Secara Sirkuler Nomor 10 tanggal 1 September 2021. Perseroan kemudian mengangkat Saudara Arya Anugrah Pratama Kuntadi sebagai Komisaris Perseroan pada tanggal 6 Oktober 2021.

Kami menyampaikan penghargaan dan terima kasih sebesar-besarnya kepada Saudara Alimuddin Baso atas pelaksanaan tugas dan pengabdianya selama menjabat sebagai Komisaris. Dengan demikian, berikut adalah komposisi Dewan Komisaris hingga akhir Desember 2021:

10 dated September 1, 2021. The Company then appointed Mr. Arya Anugrah Pratama Kuntadi as the Company's Commissioner on October 6, 2021.

We express our deepest appreciation and gratitude to Alimuddin Baso for carrying out his duties and dedication while serving his tenure. The following table shows the composition of the Board of Commissioners until the end of December 2021:

Nama Name	Jabatan Position
Arie Nobelta Kaban	Komisaris Utama President Commissioner
Upik Jamil	Komisaris Commissioner
Arya Anugrah Pratama Kuntadi	Komisaris Commissioner
Andi Wibowo	Komisaris Commissioner

PENGHARGAAN KEPADA SELURUH PEMANGKU KEPENTINGAN

Terima kasih yang tiada tara kami ucapkan atas kerja keras dan dedikasi dari seluruh insan PGAS Solution, Direksi, Manajemen, dan seluruh karyawan dalam menjaga dan memberikan kinerja terbaiknya sehingga PGAS Solution mampu melewati masa-masa sulit pandemi dan berhasil mewujudkan program-program kerja tahun 2021. Kami juga menyampaikan apresiasi tertinggi kepada para pemegang saham, pelanggan, dan seluruh mitra kerja atas kepercayaan dan dukungan yang telah diberikan.

Ucapan terima kasih juga kami haturkan kepada semua pihak yang telah memberikan doa dan dukungannya untuk keberlanjutan PGAS Solution. Kami akan selalu melakukan yang terbaik dalam setiap kegiatan usaha, dan terus berkontribusi dalam pembangunan bangsa. Mari bersama kita membangun sinergi yang lebih kuat dan menyatukan energi untuk memberikan lebih banyak kebaikan bagi negeri.

APPRECIATION TO ALL STAKEHOLDERS

In this section, we would like to express our incomparable gratitude for the hard work and dedication of all PGAS Solution personnel, the Board of Directors, Management, and all employees in maintaining and providing their best performance. Their performance allowed the Company to get through the difficult times of the pandemic and succeed in realizing work programs in 2021. We also express our highest appreciation to the shareholders, customers, and all business partners for the trust and support that has been given to us.

We also thank all parties who have given their prayers and support for the sustainability of PGAS Solution. With your support, we will always be able to do our best in every business activity, and continue to contribute to the nation's development. Together, let's build stronger synergies and unite our energy to provide more goodness for the country.

Atas nama Dewan Komisaris,
On Behalf of The Board of Commissioners,

Jakarta, 30 Maret 2022
Jakarta, March 30, 2022



ARIE NOBELTA KABAN
Komisaris Utama
President Commissioner

2.2

LAPORAN DIREKSI

REPORT OF THE BOARD OF DIRECTORS

Efisiensi di segala lini dan cermat dalam melangkah menjadi strategi PGAS Solution untuk menghadapi peningkatan biaya operasional dan pasar yang masih belum normal.

“PGAS Solution implemented two strategies to deal with increasing operational costs and an unstable market, which are strengthening efficiency in every business line and making calculated business moves.”

ERWIN SIMANJUNTAK

DIREKTUR UTAMA
PRESIDENT DIRECTOR



MEMBANGUN SINERGI DI SETIAP LINI, SATUKAN ENERGI UNTUK NEGERI

SYNERGIZING EVERY LINE, UNITING ENERGY FOR THE NATION

PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN YANG TERHORMAT,

Ancaman pandemi Covid-19 belum selesai dan perjuangan kita masih berlanjut. Protokol kesehatan harus selalu dijaga dan lengkapi vaksinasi agar Indonesia segera terbebas dari pandemi. Sinergi dari berbagai pihak baik Pemerintah, swasta, dan masyarakat dalam menanggulangi pandemi menunjukkan hasil di tahun 2021, angka penderita Covid-19 menurun, pasien sembuh meningkat, dan jumlah warga tervaksin semakin tinggi.

Terima kasih kami ucapkan kepada seluruh tenaga kesehatan dan pihak-pihak yang ikut berperan menangani Covid-19. Apresiasi tinggi kami haturkan kepada para pejuang garda terdepan, keberanian dan keikhlasan mereka turut membawa kita tetap berada di sini.

PGAS Solution senantiasa bekerja dalam protokol kesehatan yang ketat, mengutamakan keselamatan jiwa, dan turut memberikan dukungan baik dalam bentuk donasi maupun aksi sosial ke masyarakat.

Pada tahun 2021, kondisi perekonomian Indonesia cenderung membaik. Terlihat dari angka pertumbuhan ekonomi yang mulai meningkat di triwulan kedua tahun 2021. Sepanjang tahun 2021 ekonomi Indonesia tumbuh 3,69%. Senada dengan perekonomian Indonesia, PGAS Solution juga turut menunjukkan kenaikan pendapatan di tahun 2021.

Sinergi antar departemen di lingkup PGAS Solution, sinergi bersama mitra kerja, dan para pemangku kepentingan menguatkan optimisme Perseroan untuk menyebarkan energi baik

VALUED SHAREHOLDERS AND STAKEHOLDERS,

The world still suffers from the Covid-19 pandemic, and we still need to work hard to revitalize the economy and fight off the pandemic. Health protocols must always be maintained, and complete vaccinations should be given so that Indonesia can be free from the pandemic as soon as possible. Synergy from various parties, including the Government, the private sector, and the community in tackling the pandemic, has resulted in the decrease of Covid-19 patients, the increase of Covid-19 survivors, and the increase of vaccinated citizens.

We would like to thank all health workers and related parties who played their role in dealing with Covid-19. We also highly appreciate the frontline fighters as their courage and sincerity have helped keep us safe.

PGAS Solution always works under strict health protocols, prioritizes life safety, and supports the community through donations and social actions.

In 2021, the condition of Indonesia has improved, as seen from the economic growth rate which began to increase in the second quarter of 2021. Throughout 2021 the Indonesian economy grew 3.69%. In line with the Indonesian economy, the revenue of PGAS Solution has also increased in 2021.

Synergy between departments inside PGAS Solution, business partners, and stakeholders strengthened the Company's optimism to provide good energy to various sectors. As mentioned

ini ke berbagai sektor. Bersinergi satu energi untuk membangun negeri menjadi semangat PGAS Solution untuk berkontribusi lebih dalam membangun ketahanan energi nasional sekaligus berpartisipasi mencapai target Pemerintah untuk *net zero emission* di tahun 2060.

KINERJA TAHUN 2021

Efisiensi di segala lini dan cermat dalam melangkah menjadi strategi PGAS Solution untuk menghadapi peningkatan biaya operasional dan pasar yang masih belum normal. Meskipun kondisi *new normal* di tahun 2021 lebih baik dari tahun 2020, di mana Pemerintah berhasil mengendalikan penyebaran Covid-19, dan pembatasan kegiatan masyarakat dilonggarkan, namun kondisi pasar masih belum pulih. Beberapa proyek potensial masih tertunda, dan inflasi menyebabkan harga bahan proyek meningkat.

Untuk tahun 2021 belanja Pemerintah di sektor infrastruktur menjadi yang terbesar selama ini, realisasi belanjanya mencapai Rp402,8 triliun. PGAS Solution merupakan salah satu anak usaha BUMN yang turut terlibat dalam pembangunan infrastruktur yang dicanangkan Pemerintah. PGAS Solution mendata, di tahun 2021 Perseroan menjalankan 679 proyek internal dan 80 proyek eksternal, dengan total pendapatan Rp2.215.62 miliar atau meningkat 49,38% dari tahun 2020.

Secara profesional PGAS Solution sukses menyelesaikan pekerjaan yang diamanatkan baik dari internal maupun eksternal. Pendapatan yang diperoleh dari pekerjaan internal menyumbang 88% dari total pendapatan, sedangkan pendapatan dari pekerjaan eksternal menyumbang 12% dari total pendapatan.

in the title, "Building Synergy towards Unified Energy for the Country" is the spirit of PGAS Solution to contribute more to the nation's goal of strengthening its energy security and bringing the net emission to zero in 2060.

2021 PERFORMANCE

PGAS Solution implemented two strategies to deal with increasing operational costs and an unstable market, which are strengthening efficiency in every business line and making calculated business moves. Although the new normal conditions in 2021 are better than 2020, where the Government managed to control the spread of Covid-19, and restrictions on community activities were relaxed, market conditions have not yet recovered. Several potential projects are still pending, and inflation causes the price of project materials to rise.

In 2021, the Government spent the most money in the history in infrastructure, with the realization of the expenditure reaching Rp402.8 trillion. As a subsidiary of an energy SOE, PGAS Solution is also involved in infrastructure building effort started by the government. PGAS Solution recorded that in 2021 the Company carried out 679 internal projects and 80 external projects, with a total revenue of Rp2,215.62 billion, an increase of 49.38% from 2020.

Professionally, PGAS Solution has successfully completed the work mandated both internally and externally. The ratio between internal and external work in relation to the total income is 88% to 12%.

Walaupun target pendapatan tahun 2021 belum terpenuhi, segenap Direksi dan Manajemen telah memberikan upaya terbaik untuk membuat kinerja keuangan positif. Melihat pandemi yang semakin terkendali, PGAS Solution percaya perekonomian nasional akan terus meningkat dan mencatatkan kenaikan lagi di tahun 2022 hingga akhirnya memberikan potensi pasar yang luas bagi Perseroan.

KENDALA

Kegiatan operasional PGAS Solution di tahun 2021 terhadang beberapa kendala yang merupakan dampak dari pandemi, seperti:

- Naiknya biaya operasional proyek dikarenakan keperluan perlengkapan protokol kesehatan yang juga bertambah;
- Proyek yang tertunda karena Covid-19;
- Inflasi yang berdampak pada harga bahan proyek;
- Piutang yang direstrukturisasi;
- Pekerja yang terpapar Covid-19;
- Menurunnya kualitas koordinasi mengingat diterapkannya skema *work from home* (WFO) dan *work from office* (WFO).

Tantangan selama pandemi ini disikapi PGAS Solution sebagai sebuah latihan untuk menjadikan Perseroan lebih tangguh dan kompeten terhadap bidang kerjanya. Fokus, inovatif, dan sinergi menjadi kunci Perseroan dalam menghadapi tantangan yang ada.

KEBIJAKAN STRATEGIS

Bukan suatu hal yang mudah untuk bisa bertahan di masa pandemi, namun dengan sinergi dari setiap sisi, PGAS Solution meyakini segala hambatan yang ada bisa diatasi dan Perseroan mampu memenuhi semua kesepakatan yang telah ditandatangani.

Dalam mengutamakan keselamatan pekerja, kebijakan PGAS Solution selama pandemi di antaranya adalah memberlakukan sistem kerja

Although the Company was unable to meet its 2021 revenue target, the entire Board of Directors and Management have given their best efforts to create positive financial performance. Seeing that the pandemic is getting under control, PGAS Solution believes that the national economy will continue to improve and grow in 2022, which in turn will provide a broad market potential for the Company.

OBSTACLES

The operational activities of PGAS Solution's in 2021 were hampered by several obstacles as a result of the pandemic, such as:

- The increase in project operational costs due to the increasing need for health protocol equipment;
- Delayed projects due to the pandemic;
- Inflation impacting the price of project materials;
- Restructured receivables;
- Workers exposed to Covid-19;
- Decreased coordination quality as the side effect of implementation of work from home (WFO) and work from office (WFO) schemes.

PGAS Solution responded to the challenges during this pandemic as an exercise to make the Company more resilient and competent in its field of work. Focus, innovation, and synergy are the keys for the Company in facing the existing challenges.

STRATEGIC POLICY

Surviving during the pandemic as a company is not easy, but with synergy from every side, PGAS Solution believes that it can overcome existing obstacles, and the Company is confident in its ability to fulfill all signed agreements.

To prioritize worker safety, PGAS Solution implemented several policies during the pandemic, such as starting Work From Home

Work From Home Flexible, penerapan aplikasi COSMIC, *Covid Safe Building*, *Medical Clearance* dan *Self Assesment* kesehatan para pekerja. Pun menyediakan masker dan *hand sanitizer* serta sarana antar jemput.

Selanjutnya, Perseroan melakukan pengembangan sistem dan aplikasi berbasis virtual untuk meningkatkan efisiensi dan efektivitas sehingga bisa menekan biaya operasional. Sosialisasi budaya AKHLAK juga diperkuat guna meningkatkan kompetensi dan profesionalitas dalam bekerja.

Supply chain tree strategy terbukti efektif dalam memaksimalkan jumlah pendapatan pada pengoperasian bidang jasa EPC dan O&M. Sementara dari sisi marketing dilakukan pengembangan strategi 7P (*Product, Price, Promotion, Place, People, Process, & Physical Evidence*) dan 4 langkah pengembangan *marketing (Get, Keep, Grow, & Win-Back)* yang bertujuan untuk mendapatkan calon pelanggan potensial dan menjaga loyalitas klien.

Optimalisasi dalam setiap divisi termasuk di antaranya memanfaatkan wilayah operasi yang tersebar di seluruh Indonesia (19 area operasi dan 15 area kerja EPC) dan sinergi antar divisi, mitra, serta afiliasi diyakini mampu membuat PGAS Solution memenuhi SLA 100% dari setiap kontrak yang terlaksana.

TARGET DAN PENCAPAIAN KINERJA

Penerapan kinerja yang diterapkan PGAS Solution sebagai anak perusahaan PGN merujuk kepada Keputusan Direksi PT Perusahaan Gas Negara (Persero) Tbk. Nomor 008700.S/PR.06.02/SBD/2016 Tentang Sistem Penilaian Kinerja Bagi Anak Perusahaan/Afiliasi Tanggal 24 Juni 2016, yang telah beberapa kali diubah. Perubahan terakhir mengacu pada Keputusan Direksi PT Perusahaan Gas Negara (Persero) Tbk. Nomor 031200.K/PR.06.02/KEU/2018 Tanggal 9 Juli 2018.

Flexible work system, starting the use of COSMIC application, ensuring Covid Safe Building, and implementing Medical Clearance and Self-Assessment of the health of the workers. The Company also provide masks and hand sanitizers as well as pick-up and drop-off facilities.

Furthermore, the Company developed virtual systems and applications to increase efficiency and effectiveness, with the end goal to reduce operational costs. The socialization of AKHLAK culture is also strengthened in order to increase competence and professionalism at work.

The supply chain tree strategy has proven to be effective in maximizing the amount of revenue in the operation of the EPC and O&M services sector. Meanwhile, to increase the marketing power of the Company, 7P strategies (*Product, Price, Promotion, Place, People, Process, & Physical Evidence*) and 4 steps of marketing development (*Get, Keep, Grow, & Win-Back*) aimed at getting potential customers and maintaining client loyalty has also been implemented.

Optimization in every division, including utilizing operational areas spread throughout Indonesia (19 operating areas and 15 EPC work areas) and synergies between divisions, partners, and affiliates are the key factors for the Company to meet the 100% SLA mark of every contract executed.

PERFORMANCE TARGETS AND ACHIEVEMENTS

The performance metrics implementation applied by PGAS Solution as a subsidiary of PGN refers to the Decree of the Board of Directors of PT Perusahaan Gas Negara (Persero) Tbk. Number 008700.S/PR.06.02/SBD/2016 concerning Performance Assessment System for Subsidiaries/Affiliates dated June 24, 2016, which has seen several amendments. The latest amendment refers to the Decree of the Board of Directors of PT Perusahaan Gas Negara (Persero) Tbk. Number 031200.K/PR.06.02/KEU/2018 dated July 9, 2018.

Sesuai arahan PGN sebagai subholding Perseroan, PGAS Solution melakukan *self-assessment* berdasarkan parameter BUMN, dari total nilai 100, PGAS Solution mendapatkan skor 73,74. Hasil ini sudah cukup baik mengingat kondisi pandemi.

Selain itu, dari sisi indeks kepuasan pelanggan terjadi peningkatan sebesar 1,31 poin dibanding tahun 2020 menjadi 94,96 poin dengan indikator aspek *communication* menjadi yang tertinggi dari 10 indikator penilaian.

PENERAPAN GCG

Sejak tahun 2013 melalui Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*) dengan Keputusan Direksi No. 0530.K/KP.DIR-UT/PGS/2013 tanggal 24 Desember 2013, PGAS Solution selalu berupaya mewujudkan tata kelola perusahaan yang baik di segala aktivitas usaha. Hal ini dilakukan demi menjaga kinerja PGAS Solution agar tetap berada dalam jalur yang baik, yang sesuai dengan peraturan dan perundang-undangan yang berlaku.

Pedoman tata kelola ini terus disempurnakan mengikuti perkembangannya. Yang terbaru tertuang dalam Pedoman Tata Kelola Perusahaan yang Baik PT PGAS Solution Nomor: P-001/100.08 Revisi 02 tanggal 27 September 2021.

Guna melengkapi peraturan terkait GCG, Pedoman Kode Etik Perusahaan (*code of conduct*) yang disusun tahun 2016 juga telah disahkan menjadi Pedoman Etika Usaha dan Etika Kerja Nomor: P-002/100.08 tanggal 08 Agustus 2018, yang kemudian diperbarui dalam Pedoman Etika Usaha dan Etika Kerja PT PGAS Solution Nomor: P-002/100.08 Revisi 02 tanggal 27 September 2021.

Selanjutnya, pada 12 Februari 2018, Komite Budaya Perusahaan dibentuk sebagai wujud komitmen PGAS Solution dalam membenahi sistem tata kelolanya. Penilaian penerapan GCG Perusahaan di tahun 2021 dilakukan melalui *self assessment softstructure* GCG AP/afiliasi yang dilakukan oleh PGN sebagai pembina/*holding*.

In accordance with the direction of PGN as the Company's subholding, PGAS Solution conducted a self-assessment based on the parameters of BUMN, from a total score of 100, PGAS Solution received a score of 73.74. This result is quite good considering the pandemic conditions.

In addition, in terms of the customer satisfaction index, there was an increase of 1.31 points compared to 2020 to 94.96 points with the communication aspect indicator being the highest of the 10 assessment indicators.

GCG IMPLEMENTATION

Since 2013, through the Guidelines for Good Corporate Governance (GCG) with the Decree of the Board of Directors No. 0530.K/KP.DIR-UT/PGS/2013 dated December 24, 2013, PGAS Solution implemented good corporate governance in all business activities to maintain the performance of PGAS Solution in accordance with the applicable laws and regulations.

This governance guideline continues to be amended and changed following the Company's business development. The latest GCG guidelines can be found in PT PGAS Solution's Good Corporate Governance Guidelines Number: P-001/100.08 Revision 02 dated September 27, 2021.

To complement the Company's GCG-related regulations, the Code of Conduct that was compiled in 2016 has also been ratified as the Guidelines for Business Ethics and Work Ethics Number: P-002/100.08 dated August 08, 2018. It was later updated in the Guidelines for Business Ethics and Ethics. PT PGAS Solution Work Number: P-002/100.08 Revision 02 dated September 27, 2021.

Furthermore, on February 12, 2018, the Company founded Corporate Culture Committee as a form of its commitment to improving its governance system. The assessment of the Company's GCG implementation in 2021 is carried out through the self-assessment of the AP/affiliate GCG soft structure conducted by PGN as the mentor/*holding* company.

PROSPEK USAHA

Bergabungnya induk usaha Perusahaan Gas Negara (PGN) ke dalam holding migas PT Pertamina, membuka pangsa pasar baru bagi PGAS Solution. Dengan strategi *marketing* yang tepat, peluang PGAS Solution mendapatkan klien baru di lingkungan internal holding Pertamina semakin besar. Ditambah dengan telah beroperasinya Pabrik Pipa PE di Karawang juga menjadi nilai plus Perseroan. PGAS Solution dapat memberikan harga yang lebih *reliable* kepada para calon pelanggan.

Perseroan optimis, seiring membaiknya perekonomian nasional, ditambah catatan deretan proyek yang berhasil diselesaikan dan SDM dengan kompetensi terbaik, menjadi bagian dari nilai jual PGAS Solution untuk mampu meraih kesepakatan-kesepakatan baru yang dapat memberikan manfaat kepada seluruh *stakeholder*.

PERUBAHAN KOMPOSISI DIREKSI

Komposisi susunan Direksi di tahun 2021 mengalami satu kali perubahan yaitu pada tanggal 14 September 2021. Berikut susunan jabatan Direksi periode 1 Januari 2021 sampai dengan 13 September 2021.

Nama Name	Jabatan Position
Erwin Simanjuntak	Direktur Utama President Director
Rangga Radji	Direktur Teknik dan Pengembangan Technical and Development Director
Edi Armawiria	Direktur Operasi Director of Operations
Ariadi	Direktur Keuangan dan Dukungan Finance and Administration Director

BUSINESS PROSPECT

The merger of the holding company Perusahaan Gas Negara (PGN) into the oil and gas holding PT Pertamina opened a new market potential for PGAS Solution. With the right marketing strategy, PGAS Solution's opportunity to get new clients within Pertamina's internal holding environment has increased. The recent operation of the PE Pipe Factory in Karawang also boosted the Company's competitiveness. PGAS Solution is confident about its ability to provide more reliable pricing to potential customers.

The Company is optimistic that the improvement in the national economy, a record of successfully completed projects and the best competent human resources can be its pillar to promote its service, with the end goal to reach new agreements that can provide benefits to all stakeholders.

CHANGES IN BOARD OF DIRECTORS COMPOSITION

The composition of the Board of Directors in 2021 was changed once on September 14, 2021. The following table shows the composition of the Board of Directors from January 1 to September 13, 2021.

Selanjutnya adalah susunan Direksi periode 14 September 2021 hingga 31 Desember 2021:

Nama Name	Jabatan Position
Erwin Simanjuntak	Direktur Utama President Director
Lebinner Sinaga	Direktur Teknik dan Pengembangan Technical and Development Director
Aldiansyah Idham	Direktur Operasi Director of Operations
Ariadi	Direktur Keuangan dan Dukungan Finance and Administration Director

Apresiasi dan terima kasih kami sampaikan kepada Saudara Rangga Radji dan Saudara Edi Armawiria yang telah menjalankan tugas dan tanggung jawabnya dengan baik selama menjabat sebagai Direksi.

APRESIASI

Segegap jajaran Direksi menyampaikan rasa terima kasih sebesar-besarnya dan penghargaan yang setinggi-tingginya kepada seluruh karyawan dan manajemen PGAS Solution yang telah berdedikasi mencurahkan segala daya dan upayanya untuk keberlanjutan Perseroan dalam menghadapi berbagai tantangan, terutama di masa pandemi ini. Terima kasih juga kami sampaikan kepada para pemegang saham, pemangku kepentingan, dan mitra kerja yang selama ini telah percaya dan mendukung pertumbuhan Perseroan. Semoga fondasi bisnis yang kita bangun bersama bisa mendorong pertumbuhan usaha seiring dengan semangat pertumbuhan berkelanjutan yang selalu kita jaga.

Meanwhile, the following table shows the composition of the Board of Directors from September 13 to December 31, 2021.

We appreciate the hard work of Mr. Rangga Radji and Edi Armawiria, who have dutifully carried out their job in their tenure.

APPRECIATION

The entire Board of Directors would like to use this section to express our deepest gratitude and highest appreciation to all employees and management of PGAS Solution, who have been dedicated to devoting all their resources and efforts for the sustainability of the Company in facing various challenges, especially during this pandemic. We also want to thank our shareholders, stakeholders, and work partners who have trusted and supported the growth of the Company. We hope that the business foundation that we build together can drive business growth in line with the spirit of sustainable growth that we always maintain.

Mari bersama membangun sinergi dan satukan energi untuk menyalurkan energi baik ke seluruh negeri.

Together, let's build a synergy and unite our energy to channel good energy throughout the country.

Atas nama Direksi,
On Behalf of The Board of Directors,

Jakarta, 30 Maret 2022
Jakarta, March 30, 2022



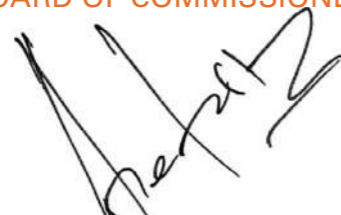
ERWIN SIMANJUNTAK
Direktur Utama
President Director

**SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS DAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2021
PT PGAS SOLUTION**

Kami yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Tahunan PT PGAS Solution, Tahun Buku 2021, telah dimuat secara lengkap, dan kami bertanggung jawab penuh atas kebenaran isi laporan tahunan Perseroan. Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 30 Maret 2022

**DEWAN KOMISARIS
BOARD OF COMMISSIONERS**



ARIE NOBELTA KABAN
Komisaris Utama
President Commissioner



UPIK JAMIL
Komisaris
Commissioner



**ARYA ANUGRAH
PRATAMA KUNTADI**
Komisaris
Commissioner



ANDI WIBOWO
Komisaris
Commissioner



LEBINNER SINAGA
Direktur Teknik
dan Pengembangan
Technical and
Development Director



ALDIANSYAH IDHAM
Direktur Operasi
Director of Operations



ARIADI
Direktur Keuangan dan
Dukungan Bisnis
Finance and Business
Administration Director

**STATEMENT LETTER OF THE BOARD OF COMMISSIONERS
AND THE BOARD OF DIRECTORS FOR THE ACCOUNTABILITY
OF PT PGAS SOLUTION 2021 ANNUAL REPORT**

We, the undersigned, hereby declare that all the information stated in the 2021 Annual Report of PT PGAS Solution has been presented completely in its entirety and that we assume full responsibility for the accuracy of the content. The statement is made truthfully.

Jakarta, March 30, 2022

**DEWAN DIREKSI
BOARD OF DIRECTORS**



ERWIN SIMANJUNTAK
Direktur Utama
President Director



PROFIL PERSEROAN

COMPANY PROFILE

03

IDENTITAS PERSEROAN
COMPANY IDENTITY

PENCAPAIAN PENTING PERSEROAN
COMPANY MILESTONES

BIDANG USAHA
LINE OF BUSINESS

PROFIL DEWAN KOMISARIS
BOARD OF
COMMISSIONER'S PROFILE

PROFIL DIREKSI
BOARD OF DIRECTOR'S PROFILE

3.1

IDENTITAS PERSEROAN

COMPANY IDENTITY

Nama Perusahaan Company Name	PT PGAS Solution
Lokasi Location	Jakarta, Indonesia
Kantor Pusat Head Office	Kompleks Perkantoran PGN, Gedung C Jl. K.H. Zainul Arifin No. 20, Jakarta Barat 11140, Indonesia Telp: 021-63854557 E-mail: info@pgn-solution.co.id
Laman Website	www.pgn-solution.co.id
Informasi Pendirian Establishment Information	<ul style="list-style-type: none"> • Tanggal Pendirian / Establishment Date: 6 Agustus 2009, berdasarkan Akta No. 2 tanggal 6 Agustus 2009, yang dikeluarkan oleh Notaris Fathiah Helmi, S.H., di Jakarta <i>August 6, 2009, according to Deed No. 2 dated August 6, 2009, issued by Notary Fathiah Helmi, S.H., in Jakarta</i> • Modal Dasar / Authorized Capital: Rp100.000.000.000 (seratus miliar rupiah / <i>one hundred billion rupiah</i>) • Modal Ditempatkan dan Disetor Penuh / Issued and Fully Deposited Capital: Rp85.000.000.000 (delapan puluh lima miliar rupiah / <i>eighty five billion rupiah</i>)
Informasi Saham Share Information	Kepemilikan Saham / Share Ownership: <ul style="list-style-type: none"> • PT Perusahaan Gas Negara Tbk. (PGN), sebesar 99,91% <i>99.91% owned by PT Perusahaan Gas Negara Tbk. (PGN)</i> • Yayasan Kesejahteraan Pegawai dan Pensiunan Gas Negara (YKPP), sebesar 0,09% <i>0.09% owned by Yayasan Kesejahteraan Pegawai dan Pensiunan Gas Negara (YKPP)</i>
Bidang Usaha Line of Business	<ul style="list-style-type: none"> • Engineering, Procurement, dan Construction (EPC) • Operation & Maintenance (O&M) • Supply Chain • Engineering



3.2

PENCAPAIAN PENTING PERSEROAN COMPANY MILESTONES

2009

PGAS Solution berdiri.
PGAS Solution was founded.

2010

Menjadi agen tunggal untuk produk Armatury, Ceko.

Became the sole Indonesian agent for Armatury, a Czech product.

2013

- Pembentukan Divisi Trading.
- Pencetusan Budaya SOLUTION.
- Establishment of a Trading Division.
- Sparking the SOLUTION Culture.



2021

- Konstruksi 2 Line Pipa Minyak Blok Rokan milik PT Pertamina Gas.
- PT PGAS Solution memperoleh Sertifikat ISO 21500:2021 tentang Project Management

- Construction of 2 Line Oil Pipelines in the Rokan Block, which is owned by PT Pertamina Gas
- PT PGAS Solution obtained ISO 21500:2021 Project Management Certificate

2020

Proyek O&M Eksternal PGN Group, POMA Pipeline Maintenance Services, Kalimantan Timur.

Started PGN Group External O&M Project, POMA Pipeline Maintenance Services, East Kalimantan.

2018

Memperluas pasar EPC di sektor non energi.

Expanding the EPC market in the non energy sector.

2019

Membangun Pabrik Pipa polyethylene.

Established a Polyethylene Pipe Factory business.

2015

- Inovasi "Food Truck" berbasis gas bumi.
- Pendirian Anak Perusahaan PT Solusi Energy Nusantara (SENA).
- Innovated natural gas based "Food Truck".
- Established a subsidiary, PT Solusi Energy Nusantara (SENA).

pgn SOLUTION
action for excellence



3.3

RIWAYAT SINGKAT PERSEROAN

BRIEF HISTORY OF THE COMPANY

Berfokus pada teknis dan aspek operasional di bidang gas, PGN Solution sebagai anak perusahaan Subholding PGN di bawah holding Pertamina, didirikan karena terinspirasi atas keberhasilan divisi teknis PGN menyelesaikan jaringan transmisi dan distribusi gas di Sumatra Selatan - Jawa Barat. Legalitas PT PGAS Solution (atau selanjutnya disebut "PGAS Solution" atau "Perseroan") tercatat dalam Akta Pendirian Perseroan Terbatas PT PGAS Solution Nomor 2 tanggal 6 Agustus 2009, yang dikeluarkan oleh Notaris Fathiah Helmi, S.H., di Jakarta.

Hadirnya PGAS Solution yang bergerak di bidang *energy, infrastructure and service*, diharapkan dapat memberikan pelayanan yang profesional dan inovatif untuk mendistribusikan energi baik yang telah dibangun maupun yang segera dibangun agar dapat dinikmati secara luas oleh masyarakat Indonesia. Pun mampu untuk dapat menangkap peluang bisnis yang ada seiring jaringan yang terus berkembang ke seluruh nusantara.

Sejak tahun didirikannya hingga tahun 2021, PGAS Solution tidak mengalami perubahan nama. Tetapi sejak tahun 2018, PGAS Solution bersama dengan perusahaan induknya PGN, turut menjadi bagian dari holding Migas Pertamina. Saat ini PGAS Solution menjalankan empat bidang usaha/lini bisnis sebagai fokusnya yakni, *Engineering Procurement Construction (EPC), Operation & Maintenance (O&M), Supply Chain dan Engineering*. Selain klien dari Grup PGN, PGAS Solution juga memiliki klien eksternal dan terus mengembangkan pangsa pasarnya.

Concentrating on technical and operational aspects in the gas sector, PGN Solution as a Subholding subsidiary of PGN under Pertamina holding, was founded because it was prompted by the prosperity of PGN's technical division in completing the fuel transmission and distribution network in South Sumatra - West Java. The legality of PT PGAS Solution (or hereinafter referred to as "PGAS Solution" or the "Company") is recorded in the Deed of Establishment of the Limited Liability Company PT PGAS Solution No. 2 dated August 6, 2009, issued by Notary Fathiah Helmi, S.H., in Jakarta.

The presence of PGAS Solution, which is engaged in energy, infrastructure and service, is expected to provide professional and revolutionary services to distribute energy, both in existing and future infrastructure, so that it can be widely enjoyed by Indonesian citizen. It is also expected to manage to capture existing business opportunities as the network continues to develop throughout the archipelago.

Since the year of its establishment until 2021, PGAS Solution has not changed its name. However, since 2018, PGAS Solution together with its parent company PGN, have become part of the Pertamina Oil and Gas holding. Currently, PGAS Solution runs four business lines as its focus, specifically, *Engineering Procurement Construction (EPC), Operation & Maintenance (O&M), Supply Chain and Engineering*. In addition to clients from the PGN Group, PGAS Solution also has external clients and continues to grow its share of the market.

3.4

LOGO PERSEROAN

COMPANY LOGO

PGAS SOLUTION *action for excellence* menjadi logo PGAS Solution selama 5 tahun perjalanannya, dan kemudian berganti mengikuti perubahan konsep bisnis PT Perusahaan Gas Negara (PGN) selaku induk perusahaan. Perubahan mendasar terjadi pada tulisan PGAS menjadi PGN dengan warna serta hurufnya juga mengikuti logo PGN. Meski demikian, nama perusahaan tetap PT PGAS Solution. Perubahan logo ini merupakan upaya memperkuat *brand* PGN dan sekaligus menjadi simbol totalitas PGAS Solution dalam mendukung penuh PGN menjadi perusahaan gas kelas dunia.

PGAS SOLUTION *action for excellence* became the PGAS Solution logo for 5 years. The logo then subsequently be changed following changes in the business concept of PT Perusahaan Gas Negara (PGN) as the parent company. The PGAS letter is replaced with PGN, with the shape and color of PGN logo. However, the company name do not change. The logo is changed to strengthen the PGN brand and symbolize PGN's total effort at supporting PGAS Solution to be world-class gas company.



3.5

VISI, MISI, DAN BUDAYA PERSEROAN

COMPANY VISION, MISSION, AND CULTURE

VISI

VISION

“Menjadi Mitra yang Dapat Diandalkan Dalam Jasa Pengembangan Infrastruktur”

“Become a Reliable Partner in Infrastructure Development Services”

MISI

MISSION

- Memberikan total solusi dalam meningkatkan pengembangan infrastruktur
- Menempatkan kepuasan pelanggan sebagai fokus utama
- Mengembangkan SDM, *networking* yang luas, mengutamakan QHSE dan prinsip-prinsip *Good Corporate Governance (GCG)*
- Penerapan teknologi yang efektif dan efisien, adaptif terhadap perkembangan pasar
- Memberikan nilai tambah bagi para pemegang saham
- Providing total solution in infrastructure development
- Placing customer satisfaction as the main focus of the Company
- Developing competent human resources, extensive networking, OHSE as priority and comply to GCG principles
- Applying effective and efficient technologies, which are adaptive to the market development
- Providing added value to Shareholders

Sesuai dengan arahan Direksi dan Dewan Komisaris, manajemen Perseroan menyusun Rencana Jangka Panjang Perusahaan (“RJPP”) Periode Tahun 2020–2024 yang di dalamnya tertuang Visi dan Misi Perseroan. RJPP ini telah disahkan pada tanggal 2 Maret 2020 dalam Keputusan Pemegang Saham Secara Sirkuler PT PGAS Solution tentang Pengesahan Rencana Jangka Panjang Perusahaan Tahun 2020–2024 Nomor: 020.K/OT.OO.02/102/2020.

In accordance with the direction of the Board of Directors and the Board of Commissioners, the Company’s management prepares the Company’s Long-Term Plan (“RJPP”) for the 2020–2024 Period, which includes the Company’s Vision and Mission. This RJPP was ratified on March 2, 2020 in the Circular Shareholders’ Decision of PT PGAS Solution regarding the Ratification of the Company’s Long-Term Plan for 2020–2024 Number: 020.K/OT.OO.02/102/2020.



BUDAYA PERUSAHAAN

COMPANY CULTURE

Mengikuti arahan Kementerian Badan Usaha Milik Negara (BUMN) yang tertuang dalam surat edaran nomor SE-7/MBU/07/2020 tanggal 1 Juli 2020 mengenai penerapan Tata Nilai baru AKHLAK untuk keselarasan antar BUMN dan Anak Perusahaannya, PGAS Solution telah menerapkan tata nilai tersebut mengikuti peraturan yang berlaku. AKHLAK sendiri merupakan kepanjangan dari Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif dengan 6 Nilai dan 18 Perilaku Utama Subholding Gas.

In line with the direction of the Ministry of State-Owned Enterprises (BUMN) as stated in the Circular Letter No. SE-7/MBU/07/2020 dated July 1, 2020 regarding the new AKHLAK Values for harmony between SOEs and their Subsidiaries, PGAS Solution also applies the same values across the company. AKHLAK itself stands for Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative, with 6 Values and 18 Main Behaviors of Gas Subholding.



AMANAH

Kami memegang teguh kepercayaan yang diberikan

Perilaku Utama:

1. Memenuhi janji dan komitmen.
2. Bertanggung jawab atas tugas, keputusan dan tindakan yang dilakukan.
3. Berpegang teguh kepada nilai moral dan etika.

TRUSTWORTHY

We hold fast towards the given trust

Main Behaviors:

1. Fulfilling promises and commitments.
2. Being accountable for tasks, decisions and actions taken.
3. Adhering to moral and ethical values.



KOMPETEN

Kami terus belajar dan mengembangkan kapabilitas

Perilaku Utama:

1. Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah.
2. Membantu orang lain belajar.
3. Menyelesaikan tugas dengan kualitas terbaik.

COMPETENT

We steadily develop our own capabilities.

Main Behaviors:

1. Improving self-competence to answer ever-changing challenges.
2. Helping others learn.
3. Completing tasks with the best quality.



HARMONIS

Kami saling peduli dan menghargai perbedaan

Perilaku Utama:

1. Menghargai setiap orang apapun latar belakangnya .
2. Suka menolong orang lain.
3. Membangun lingkungan kerja yang kondusif.

HARMONIOUS

We care about each other and respect differences.

Main Behaviors:

1. Respecting everyone, regardless of their background.
2. Willingly help others.
3. Building a conducive working environment.



LOYAL

Kami berdedikasi dan mengutamakan Bangsa dan Negara

Perilaku Utama:

1. Menjaga nama baik sesama karyawan, pimpinan, BUMN dan Negara.
2. Rela berkorban untuk mencapai tujuan yang lebih besar.
3. Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.

LOYAL

We are dedicated and we also prioritize the Nation and the State

Main Behaviors:

1. Maintaining the reputation of employees, leaders, BUMN, and the State.
2. Willing to sacrifice towards completing a bigger goal.
3. Obeying the leadership as long as the leaders do not violate law and ethics.



ADAPTIF

Kami terus berinovasi dan antusias dalam mengerjakan ataupun menghadapi perubahan

Perilaku Utama:

1. Cepat menyesuaikan diri untuk menjadi lebih baik.
2. Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi
3. Bertindak proaktif.

ADAPTIVE

We steadily innovate and find ways to accept changes

Main Behaviors:

1. Quickly adjusting ourself to be better.
2. Constantly making improvements following technological developments.
3. Acting proactively.



KOLABORATIF

Kami membangun kerjasama yang sinergis

Perilaku Utama:

1. Memberi kesempatan berbagai pihak untuk berkontribusi.
2. Terbuka dalam bekerja sama untuk menghasilkan nilai tambah.
3. Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.

COLLABORATIVE

We develop synergistic cooperation

Main Behaviors:

1. Providing possibilities for various parties to contribute.
2. Being open to the possibilities of working together to generate added value.
3. Mobilize the usage of various resources for common goals.

MASKOT PERSEROAN

COMPANY MASCOT



SOL

PELINDUNG TANAH BUMI THE PROTECTOR OF THE EARTH LAND

Menjaga dan merawat adalah tugas mulia yang dilaksanakan SOL. Semuanya agar manusia bisa hidup dengan tenang.

Looking after and caring for is a noble task carried out by SOL so that humans can live in peace.

- 1 Apar / Apar**
Menunjukkan kesiagaan dan pencegahan
Demonstrate preparedness and prevention
- 2 Helm / Helmet**
Melambangkan proteksi dan kehati-hatian
Symbolizes protection and prudence
- 3 Pipa / Pipe**
Menggambarkan kegiatan operasional dan *maintenance*
Describe operational and maintenance activities



LUSI

PEWARTA AIR KEBIJAKSANAAN THE WISE WATER CHAMPION

Dengan segala kebijaksanaannya Lusi membagikan ilmu kepada manusia agar mampu mengelola energi dengan baik.

With all his wisdom, Lusi shares knowledge with humans in order to be able to manage energy properly.

- 1 Buku / Book**
Melambangkan ilmu, kebijaksanaan
Symbolizes knowledge, wisdom
- 2 Tiara Simbol Air / Water Symbol Tiara**
Menggambarkan ketenangan, solusi, kepedulian
Describes calm, solution, care
- 3 Rok Berombak / Wavy skirt**
Menunjukkan aliran, keterhubungan
Shows flow, connectedness



TIO

PEMBAWA API KEHIDUPAN THE CARRIER OF LIFE

Dari tangannya, energi gas bumi hadir untuk manusia. Tio membawa kehidupan manusia menjadi lebih makmur.

From his hands, natural gas energy is present to humans. Tio brings human life to be more prosperous.

- 1 Roda Gigi Tanda Palang / Cross Mark Gears**
Menandakan pembangunan yang terkendali
Signifies controlled development
- 2 Visor / Visor**
Melambangkan visi kecemerlangan
Symbolizes a vision of brilliance
- 3 Sepatu Safety / Safety shoes**
Menunjukkan kewaspadaan
Show alertness



ION

PENABUR ANGIN PENGETAHUAN THE WIND SPREADER OF KNOWLEDGE

Bersama angin yang menyelimutinya, Ion menghadirkan udara sejuk bagi manusia lewat inovasi dan pengetahuan baru.

Together with the wind that envelops it, Ion brings cool air to humans through innovation and new knowledge.

- 1 Energy Gauge / Energy Gauge**
Menunjukkan karakter yang disiplin, berintegritas, dan terukur
Demonstrate a character that is disciplined, with measurable integrity
- 2 Telinga Exhaust / Ear Exhaust**
Melambangkan hembusan semangat dan inspirasi
Symbolizes the breath of enthusiasm and inspiration
- 3 Ujung Roket / Rocket Tip**
Menggambarkan sifat inovatif, gesit
Describes an innovative, agile nature

3.6

BIDANG USAHA

LINE OF BUSINESS

Berkomitmen terhadap kepuasan pelanggan sebagai fokus utama, PGAS Solution sebagai perusahaan yang bergerak di bidang Jasa Pelayanan Pendukung memiliki tiga bidang usaha utama yang dijalankan, yaitu EPC (konstruksi pipa dan stasiun gas), *Operation & Maintenance* (perawatan jaringan pipa), dan *Supply Chain* (Trading, Tempat Uji Kompetensi, KMP (Kalibrasi, Manufaktur dan Pergudangan)). Sejauh perjalanan bisnisnya, PGAS Solution selalu mampu mencapai tingkat *Service Level Agreement* 100%.

PGAS Solution juga menyediakan paket layanan dengan nama 3 Solution, yaitu layanan per bidang jasa hingga kombinasi lebih dari dua bidang. Dengan memilih paket ini, klien diuntungkan karena mendapat biaya yang lebih efisien dan administrasi yang lebih mudah.

Paket layanan yang ditawarkan yaitu:

1 Solution - Memberikan layanan sesuai kebutuhan pelanggan. Semua layanan mulai dari instalasi, operasi, perdagangan, hingga pelatihan yang dipilih pelanggan.

2 Solution - Memberikan layanan pengembangan infrastruktur dengan sistem *bundling* EPC dan O&M, yang mencakup desain, instalasi, dan operasi.

3 Solution - Memberikan layanan pengembangan infrastruktur menggunakan EPC, O&M, dan sistem *bundling* Komoditas Energi, yang mencakup desain, instalasi, operasi, dan komoditas gas untuk digunakan.

Focusing mainly in customer satisfaction, PGAS Solution as a Support Services company has three main business fields: EPC (pipeline and gas station construction), Operation & Maintenance (pipeline maintenance), and Supply Chain (Trading, Competency Test Place, KMP (Calibration, Manufacturing and Warehousing)). The Company also has its pride because from its inception, it has always been able to achieve a 100% Service Level Agreement level.

PGAS Solution also provides a service package with the name 3 Solution, which allows clients to mix and match services in more than two fields. By choosing this package, clients benefit from getting more cost efficient and easier administration.

The service packages offered are:

1 Solution - Providing services according to the client's needs. Every services from installation, operation, trading, to customer selected training are available.

2 Solution - Providing infrastructure development services with EPC and O&M bundling systems, which include design, installation, and operation.

3 Solution - Providing infrastructure development services using EPC, O&M, and Energy Commodity bundling systems, which include design, installation, operation, and usable gas.

BIDANG USAHA PGAS SOLUTION

PGAS SOLUTION'S LINES OF BUSINESS



EPC

EPC (ENGINEERING, PROCUREMENT, AND CONSTRUCTION)

Menyediakan jasa konstruksi *Engineering, Procurement, Construction, Installation, & Commissioning* (EPCIC) dalam skala besar. Divisi EPC dituntut mampu membangun fasilitas berkualitas dengan kapasitas dan kinerja sesuai dengan persyaratan yang disepakati dalam dokumen kontrak kerja sama.

Providing *Engineering, Procurement, Construction, Installation, & Commissioning* (EPCIC) construction services on a large scale. The EPC Division is expected to be able to build quality facilities with the capacity and performance in accordance with the requirements agreed in the cooperation contract document.



O&M

OPERATION & MAINTENANCE (O&M)

Dikenal dengan sebutan O&M yang bergerak dalam pelayanan jasa pengoperasian dan pemeliharaan infrastruktur gas bumi, unit bisnis ini berada di bawah Direktorat Operasi PGAS Solution. Bidang kerjanya meliputi *management, availability, reliability, integrity, operation and maintenance* infrastruktur gas bumi.

Known as O&M, this division is engaged in the operation and maintenance of natural gas infrastructure. O&M unit is structurally located under the Operations Directorate of PGAS Solution. The field of work of this unit includes *management, availability, reliability, integrity, operation and maintenance* of natural gas infrastructure.



SUPPLY CHAIN

SUPPLY CHAIN

Menyediakan jasa manajemen terhadap berbagai kegiatan, meliputi informasi, dana dan sumber daya lainnya yang saling terkait dalam pergerakan suatu produk atau jasa dari pemasok ke pelanggan. Keegiatannya meliputi perencanaan dan manajemen dari semua aktivitas yang terlibat baik di dalam sumber daya, pengadaan, konversi, dan semua kegiatan manajemen logistik.

This unit provides management services for various activities, including information, funds and other resources that are interrelated in the movement of a product or service from suppliers to customers. Its activities include planning and management of all activities involved in sourcing, procurement, conversion, and all logistics management activities.

1. Trading

Menjalankan bisnis retail sebagai Agen maupun Distributor. Segmen pasar Divisi Trading menasar konsumen internal dan eksternal. Konsumen Internal adalah holding dan anak perusahaan PGN dan eksternal antara lain pelanggan industri, rekanan, atau mitra kerja PGAS Solution.

2. PGAS Training Center

Tempat Uji Kompetensi (TUK) PGAS Training Center merupakan tempat kerja atau lembaga dengan fasilitas pelaksanaan uji kompetensi yang telah diverifikasi oleh Lembaga Sertifikat Profesi (LSP) berlisensi. Mulai aktif sejak 1 November 2016, PGAS Training Center juga berfungsi sebagai tempat kerja atau simulasi tempat kerja yang representatif untuk menyelenggarakan uji kompetensi oleh LSP.

3. Kalibrasi, Manufaktur, dan Pergudangan (KMP)

Merupakan unit bisnis pendukung yang berkembang mengikuti bisnis utama PGAS Solution di bidang EPC dan O&M meliputi:

1. Trading

Through this unit, the Company is running a retail business as an Agent or Distributor. The Trading Division's market segment targets internal and external consumers. Internal customers are PGN's holding and subsidiaries and external, including industrial customers, partners, or PGAS Solution's partners.

2. PGAS Training Center

The PGAS Training Center Competency Test Place (TUK) is a workplace or institution with competency test facilities that have been verified by a licensed Professional Certificate Institute (LSP). Operating since November 1, 2016, PGAS Training Center also functions as a representative workplace or workplace simulation to conduct competency tests by LSP.

3. Calibration, Manufacturing and Warehousing

A supporting business unit that develops following PGAS Solution's main business in the EPC and O&M fields including:

- a. *Workshop Kalibrasi Meter*: Tempat uji kelayakan meter kalibrasi yang sudah diakui oleh Direktorat Metrologi Departemen Perdagangan.
- b. *Pabrikasi dan Perbaikan*: Tempat pabrikasi dan perakitan fasilitas jaringan pipa gas yang mulai beroperasi sejak tahun 2017.
- c. *Pergudangan*: Pengelolaan dan jasa pergudangan yang digunakan untuk proses penggantian peralatan dan instrumen pipa gas pada kegiatan pemeliharaan dan operasi. Pergudangan sebelumnya masuk dalam jasa *Logistic Services* yang dilebur secara struktur ke Divisi KMP pada September 2019.
- d. *Manufaktur PE* : Bidang usaha yang memproduksi Pipa Polyethylene yaitu Pipa Gas dan Pipa Subduct yang mulai beroperasi sejak Januari 2021

4. SENA

Sebagai anak perusahaan dari PT PGAS Solution yang berdiri sejak 20 April 2015, SENA menyediakan jasa survei, *engineering*, inspeksi dan konsultasi dalam skala menengah. Dalam melaksanakan pekerjaan, SENA mampu memberikan kualitas desain yang optimal, keakuratan data survey serta asesmen/inspeksi yang benar dan independen sesuai dengan persyaratan yang disepakati dalam dokumen kontrak kerjasama.

SEGMENT PASAR

MARKET SEGMENT

Ada dua segmen pasar yang dimiliki PGAS Solution, yakni internal, yaitu yang berasal dari lingkungan Grup PGN, dan eksternal yang menasar kalangan industri dan komersial.

- a. *Meter Calibration Workshop*: A place to test the feasibility of a calibration meter that has been recognized by the Directorate of Metrology, Ministry of Trade.
- b. *Manufacturing and Repair*: The manufacturing and assembly site of gas pipeline network facilities, which have been operating since 2017.
- c. *Warehousing*: Management and warehousing services used for the process of replacing gas pipeline equipment and instruments in maintenance and operation activities. Warehousing was previously included in the *Logistic Services* service, and then subsequently merged into the KMP Division structurally in September 2019.
- d. *PE Manufacturing*: The business field that produce Polyethylene Pipes (Gas Pipes and Subduct Pipes) which have started operating since January 2021.

4. SENA

As a subsidiary of PT PGAS Solution which was established on April 20, 2015, SENA provides survey, engineering, inspection and consulting services on a medium scale. In carrying out the work, SENA is able to provide optimal design quality, accuracy of survey data as well as correct and independent assessments/inspections in accordance with the requirements agreed in the cooperation contract documents.

There are two market segments owned by PGAS Solution: internal (those from the PGN Group environment), and external (industrial and commercial circles).

3.7

PRODUK DAN JASA

PRODUCTS AND SERVICES

Produk dan Jasa PGAS Solution terbagi dalam tiga bidang usaha yakni, EPC, O&M dan Supply Chain. PGAS Solution juga mendirikan perusahaan SENA di bidang *Engineering*, menjadi agen tunggal dan distributor resmi produk berkualitas, membuat pabrik pipa polyethylene, serta inovasi alat Solwaty dan Electrofusion, kesemuanya ini merupakan buah kerja keras insan PGAS Solution untuk meraih kepuasan pelanggan terhadap produk dan jasa yang ditawarkan, pun untuk meraih pangsa pasar yang lebih luas lagi.

Produk dan Jasa PGAS Solution tidak hanya melayani kebutuhan internal Grup PGN tetapi juga telah digunakan oleh kalangan industrial dan komersial di lingkup eksternal.

PGAS Solution's products and services are divided into three business fields: EPC, O&M and Supply Chain. PGAS Solution also established PT SENA in the *Engineering* sector, became the sole agent and authorized distributor of quality products, made a polyethylene pipe factory, as well as creating Solwaty and Electrofusion tool innovations; all of which were the results of the hard work of all employees to retain customer satisfaction and enjoy higher market share.

PGAS Solution's products and services not only serve the internal needs of the Employer Group but have also been used by external industrial and commercial circles.



Produk dan Jasa PGAS Solution 2021

Goods and Services provided by PGAS Solution in 2021



Bidang Field

EPC

Produk dan Jasa Goods and Services

- **Oil & Gas Onshore EPC**
Pengerjaan EPC fasilitas minyak dan gas di darat (*onshore*).
EPC work on onshore oil and gas facilities.
- **Offshore Oil & Gas EPC Services**
Pengerjaan EPC fasilitas minyak dan gas di lepas pantai (*offshore*).
EPC work on offshore oil and gas facilities.
- **Geothermal EPC Services**
Pengerjaan EPC Fasilitas Geothermal.
Work on the EPC for Geothermal Facilities.
- **Infrastructure**
Pengerjaan EPC berkaitan dengan infrastruktur seperti jalan dan bandar udara.
EPC work related to infrastructure such as roads and airports.
- **Industrial Buildings**
Pengerjaan EPC terkait bangunan-bangunan industrial.
EPC work related to industrial buildings.
- **High Rise Building**
Pengerjaan EPC pembangunan gedung-gedung bertingkat.
EPC work on the construction of high rise buildings.
- **Telecommunication**
Pembangunan EPC terkait jaringan telekomunikasi seperti pembangunan jaringan internet antarkota maupun dalam kota dan sebagainya.
EPC development related to telecommunication networks, such as the construction of intercity and inner-city internet networks and more.
- **Real Estate**
Pengerjaan EPC mencakup kawasan permukiman dan kawasan industrial.
The EPC work includes residential and industrial areas.
- **Marine Works**
Pengerjaan EPC di wilayah laut seperti pembangunan jetty.
EPC work in marine areas, such as the construction of a jetty.

Bidang
Field

O&M

Produk dan Jasa
Goods and Services

- Pekerjaan Operasi dan Pemeliharaan Aset Infrastruktur Operasi**
Pekerjaan pengoperasian dan pemeliharaan yang harus dilakukan dan diselesaikan secara berkala sesuai dengan ketentuan dan/atau kaidah dan/atau code dan/atau standar dan/atau pedoman dan/atau prosedur operasi dan/atau instruksi kerja, dengan disetujui oleh Pemberi Kerja. Termasuk di dalamnya adalah kegiatan merespon dan menindaklanjuti dan/atau menyelesaikan permasalahan atau gangguan yang terjadi pada infrastruktur dan aset operasi jaringan pipa gas dan fasilitasnya.

Operations and Maintenance of Operational Infrastructure Assets
Periodical operation and maintenance work in accordance with the provisions and/or rules and/or code and/or standards and/or guidelines and/or operating procedures and/or work instructions, with the approval of the Employer. This includes activities to respond and follow up and/or resolve problems or disturbances that occur in the infrastructure and operating assets of the gas pipeline network and its facilities.
- Pekerjaan Pemeliharaan Aset Penunjang Infrastruktur**
Pekerjaan pemeliharaan yang harus dilakukan dan diselesaikan oleh Penyedia Jasa terhadap aset penunjang jaringan dan fasilitasnya untuk menjaga keandalan aset penunjang tersebut, termasuk pengelolaan arsip untuk mendukung kegiatan operasional. Selain hal tersebut, Penyedia Jasa harus menyelesaikan pembayaran atas tagihan/invoice pihak ke-3 untuk listrik, air, telekomunikasi, retribusi, pajak, dan tagihan lain yang disampaikan kepada Pemberi Kerja sesuai dengan lokasi yang tercakup dalam MARIO.

Infrastructure Supporting Asset Maintenance Works
Mandatory works that should be completed by the Service Provider on network supporting assets and facilities to maintain the reliability of these supporting assets, including archive management to support operational activities. Moreover, the Service Provider must settle the payment of 3rd party invoices for electricity, water, telecommunications, levies, taxes, and other bills submitted to the Employer in accordance with the locations covered by MARIO.
- Pekerjaan Health, Safety, and Environment**
Pekerjaan yang harus dilakukan dan diselesaikan oleh Penyedia Jasa untuk mengimplementasikan kegiatan pengelolaan HSE di lingkungan Pemberi Kerja.

Occupational Health, Safety, and Environment
Mandatory works that should be completed by the Service Provider to implement HSE management activities within the Employer's environment.
- Pekerjaan Inventory**
Pekerjaan yang harus dilakukan dan diselesaikan oleh Penyedia Jasa untuk melakukan tata kelola *inventory* terkait material operasional, termasuk di dalamnya *handling* material dan gudang sesuai dengan ketentuan yang berlaku di Pemberi Kerja.

Inventory Job
Mandatory work that should be completed by the Service Provider to carry out inventory management related to operational materials, including material and warehouse handling in accordance with the provisions applicable to the Employer.

Bidang
Field

Produk dan Jasa
Goods and Services

- Pekerjaan Manajemen Aktivitas Pihak Ketiga, Menyewa-Sewa, dan Izin**
Pekerjaan yang harus dilakukan dan diselesaikan oleh Penyedia Jasa untuk mengawasi aktifitas pihak ketiga yang melakukan kegiatan dan/atau pekerjaan di lingkungan aset infrastruktur Pemberi Kerja, berkoordinasi dengan pihak ketiga, dan memastikan berlakunya masa izin dan/atau sewa seluruh aset Pemberi Kerja yang telah diserahkan kepada Penyedia Jasa dengan melakukan kegiatan perpanjangan perizinan dan/atau sewa lahan dan/atau kegiatan penunjang untuk mendapatkan izin yang dibutuhkan. Penyedia Jasa harus memastikan bahwa pelaksanaan kegiatan tersebut terdokumentasi dengan jelas, teratur, dan informatif.

Third Party Activity Management Jobs, Leasing and Permits
Mandatory work that should be completed by the Service Provider to supervise the activities of third parties who carry out activities and/or work within the infrastructure assets of the Employer, coordinate with third parties, and ensure the validity of the permit period and/or lease of all the assets of the Employer that have been handed over to Service Providers by carrying out permit extension activities and/or land leases and/or supporting activities to obtain the required permits. The Service Provider must ensure that the execution of these activities is clearly, regularly and informatively documented.
- Pekerjaan Pendistribusian Dokumen dan Laporan**
Pekerjaan yang harus dilakukan dan diselesaikan oleh Penyedia Jasa mendistribusikan seluruh Dokumen Acuan Kerja (DAK) yang menjadi referensi/acuan dalam pelaksanaan kegiatan MARIO di seluruh aset infrastruktur yang diserahkan ke Penyedia Jasa.

Document and Report Distribution Work
Mandatory works that should be completed by the Service Provider which comprises of the distribution of the entire Work Reference Document (DAK) which becomes a reference in the implementation of MARIO activities in all infrastructure assets that are handed over to the Service Provider.
- Pekerjaan Perbaikan Aset Infrastruktur Operasi dan Penunjangnya**
Merupakan pekerjaan yang dilaksanakan dengan nilai pekerjaan sebagai hasil kesepakatan dan di luar nilai kontrak. Pekerjaan tersebut dilaksanakan dengan lingkup perbaikan yang direncanakan berdasarkan hasil analisa dan/atau evaluasi dan/atau rekomendasi dan dilaksanakan atas persetujuan dari Pemberi Kerja.

Operational and Supporting Infrastructure Asset Repair Works
A type of work outside the contract value scope with an agreed value based on negotiation. The work is carried out with the scope of planned improvements based on the results of the analysis and/or evaluation and/or recommendations and carried out with the approval of the Employer.

Bidang Field

Produk dan Jasa Goods and Services

• Pekerjaan atas Perintah Pemberi Kerja

Merupakan pekerjaan yang dilaksanakan dengan nilai pekerjaan sebagai hasil kesepakatan dan di luar nilai kontrak. Pekerjaan ini timbul atas inisiasi dari Pemberi Kerja.

Work on Employer's Order

A type of work outside the contract value scope with an agreed value based on negotiation. This work is initiated by the Employer.

• Pekerjaan Emergency

Merupakan pekerjaan yang dilaksanakan dengan nilai pekerjaan sebagai hasil kesepakatan dan di luar nilai kontrak. Pekerjaan ini harus dilakukan oleh Penyedia Jasa setelah mendapatkan perintah dari Pemberi Kerja atas kondisi *emergency* yang telah dideklarasikan oleh Pemberi Kerja.

Emergency Work

A type of work outside the contract value scope with an agreed value based on negotiation. The work must be carried out by the Service Provider after receiving an order from the Employer on an emergency condition that has been declared by the Employer.

• Pekerjaan Pagu

Minor

Pelaksanaan pekerjaan tersebut berdasarkan perintah tertulis berupa Memo dari Pemberi Kerja kepada Penyedia Jasa dengan kesepakatan lingkup, spesifikasi, dan harga akan ditentukan melalui proses klarifikasi dan negosiasi antara OMM dengan Penyedia Jasa.

Reimbursement

Pelaksanaan pekerjaan tersebut berdasarkan perintah tertulis berupa Memo dari Pemberi Kerja kepada Penyedia Jasa.

Pekerjaan Pagu Lainnya

- Pekerjaan tambahan untuk kegiatan rutin yang nilai satuannya sudah ditentukan di kontrak
- Pekerjaan pengadaan lainnya dengan mekanisme kesepakatan lingkup, spesifikasi, dan harga satuan yang akan ditentukan di awal tahun atau saat diperlukan melalui proses klarifikasi dan negosiasi antara Pemberi Kerja dengan Penyedia Jasa

Ceiling Work

Minor

The execution of the work is based on a written order (Memo) from the Employer to the Service Provider. The scope, specifications, and price to be determined through a process of clarification and negotiation between the OMM and the Service Provider, which results in an agreement.

Reimbursement

The execution of the work is based on a written order (Memo) from the Employer to the Service Provider.

Other Ceiling Works

- This additional work for routine activities has a unit value which was determined in the contract.
- Other procurement work needed by the Employer. The scope, specifications, and price to be determined through a process of clarification and negotiation between the Employer and the Service Provider, which results in an agreement.

Bidang Field

Produk dan Jasa Goods and Services

• Pekerjaan Rutin

Pencatatan Meter Gas Pelanggan Rumah Tangga dan Pelanggan Kecil
Melakukan pencatatan meter gas pelanggan Rumah Tangga dengan periode 3 bulan dan Pelanggan Kecil dengan periode 1 bulan, atau sesuai dengan ketentuan yang berlaku di Pemberi Kerja. Khusus untuk pelanggan RT baru, pencatatan meter gas dilakukan selama 3 bulan berturut-turut pada dimulai dari bulan selanjutnya setelah gas in.

Routine work

Recording of Gas Meters for Household and Small Customers

Recording the gas meter position for Household customers for a period of 3 months and Small Customers for a period of 1 month, or in accordance with the provisions in force at the Employer. New RT customers will have their meter recorded for 3 consecutive months starting from the next 3 months after their gas installation is functional.

• Pencatatan Meter Gas Pelanggan Industri dan Komersial

Pencatatan Meter Gas Pelanggan Industri dan Komersial dengan EVC aktif dan fasilitas AMR dilakukan minimal sebulan 2 kali. Pencatatan Meter Gas Pelanggan Industri dan Komersial dengan EVC aktif (tanpa AMR) dilakukan minimal seminggu sekali dengan jarak periode setiap pencatatan meter maksimal 7 hari. Pencatatan Meter Gas Pelanggan Industri dan Komersial tanpa EVC atau EVC non-aktif dilakukan minimal seminggu 2 kali dengan jarak periode setiap pencatatan meter maksimal 4 hari.

Industrial and Commercial Customer Gas Meter Registration

The recording of Gas Meters for Industrial and Commercial Customers with active EVC and AMR facilities is carried out at least twice a month. Recording of Gas Meters for Industrial and Commercial Customers with active EVC (without AMR) is carried out at least once a week with a maximum distance of 7 days for each meter recording period. Recording of Gas Meters for Industrial and Commercial Customers without EVC or non-active EVC is carried out at least twice a week with a maximum period of 4 days for each meter recording.

• Penyediaan Fasilitas Electronic Volume Converter

Penyedia Jasa menyediakan fasilitas EVC dengan tingkat ketidakhandalan fasilitas EVC maksimal 48 jam dalam satu bulan dihitung sejak teridentifikasi anomaly data hourly hingga EVC dilaporkan normal kembali oleh Penyedia Jasa.

Provision of Electronic Volume Converter Facility

The Service Provider provides EVC facilities with a maximum level of EVC facility unreliability of 48 hours in one month. The unreliability rate is calculated from the hourly data anomaly identified until the EVC is reported to be normal again by the Service Provider.

• Penyediaan Laporan Analisa dan Operasional

Penyedia Jasa membuat laporan penggunaan *own usage* gas untuk operasional (venting, blowdown, kebocoran gas, dll) dan rekapitulasi analisa anomaly alat ukur dan evaluasi kapasitas meter.

Provision of Analysis and Operational Reports

The Service Provider creates reports on the use of own usage gas for operations (venting, blowdown, gas leaks, etc.) and recapitulation of anomaly analysis of measuring instruments and evaluation of meter capacity

Bidang
Field

Produk dan Jasa
Goods and Services

- **Pengiriman Data Secara Digital ke Server Pemberi Kerja**
Penyedia Jasa menyediakan fasilitas Telemetering untuk pelanggan baru dengan kontrak minimal Bronze 3 atau sesuai permintaan/ ketentuan Pemberi Kerja terkait layanan ke pelanggan.
Digital Data Delivery to the Employer's Server
The Service Provider provides Telemetering facilities for new customers with a minimum contract of Bronze 3 or according to the Employer's customer service request/condition
- **Penyediaan data sistem metering dan Monthly Check pada offtake/ stasiun pembagi/bulk customer**
Melakukan input data komposisi gas (*keypad value*) secara manual pada Flow Computer 100% benar sesuai dengan sumber data.
Provision of metering system data and Monthly Check on offtake/ distribution stations/bulk customers
The Service Provider enters gas composition data (*keypad value*) manually on the Flow Computer and ensuring that the inputted data is 100% correct according to the data source.
- **Penyediaan Alat Ukur**
Penyediaan Alat Ukur serta peralatan penunjang lainnya dari Penyedia Jasa dapat dilaksanakan untuk menggantikan alat ukur yang rusak, habis masa kalibrasi atau lainnya.
Provision of Measuring Tools
The provision of measuring instruments and other supporting equipment from the Service Provider can be carried out as replacements for measuring instruments that are damaged, have expired, or have calibration period.
- **Pemutakhiran DAK**
Penyedia Jasa wajib melaksanakan kegiatan pemutakhiran DAK di setiap station.
DAK Update
The Service Provider is required to carry out DAK updating activities at each station.
- **Jasa Analisa Komposisi Gas dengan GC Online**
Gas Composition Analysis Services with GC Online

Bidang
Field

Produk dan Jasa
Goods and Services

- **Pekerjaan Atas Perintah Pemberi Kerja**
Jasa Pengambilan Sampel dan Analisa Komposisi Gas Bumi
 - Melakukan pekerjaan persiapan meliputi koordinasi perizinan kerja, aspek K3, persiapan peralatan, dan tenaga kerja yang kompeten.
 - Melakukan pengambilan sampel gas sesuai dengan permintaan dari Pemberi Kerja.
 - Melakukan analisis kandungan komposisi gas di laboratorium.
 - Melakukan analisis kandungan komposisi gas di lapangan.
- **Pencatatan Meter Secara Manual Pelanggan RT dan PK Tambahan**
Manual Meter Recording of Additional RT and PK Customers
- **Pekerjaan atas perintah Pemberi Kerja lainnya**
Pekerjaan yang diajukan oleh Pemberi Kerja ke Penyedia Jasa sesuai kebutuhan Pemberi Kerja, termasuk namun tidak terbatas, seperti kebutuhan penyediaan laporan analisa dan operasional, penyediaan data sistem metering dan *monthly check* pada lokasi yang lain yang dibutuhkan.
Work on the orders of other Employers
Work requested by the Employer to the Service Provider according to the needs of the Employer, including but not limited to providing analysis and operational reports, and providing metering system data and monthly checks at other required locations.

Bidang Field

Produk dan Jasa Goods and Services

• Pekerjaan Pagu

- **Sertifikasi / Re-sertifikasi Inspeksi Stasiun Penyaluran Gas Bumi**
Pelaksanaan pekerjaan berdasarkan persetujuan tertulis berupa Memo dari Pemberi Kerja kepada Penyedia Jasa terhadap rencana pelaksanaan pekerjaan yang disampaikan oleh Penyedia Jasa kepada Pemberi Kerja.
- **Pencatatan Meter Secara Manual Pelanggan RT dan PK Tambahan**
Merupakan pekerjaan yang memiliki lingkup, spesifikasi, dan harga yang sama dengan Pekerjaan Meter Pelanggan RT dan PK dalam pekerjaan rutin, yang secara kuantitas belum dimasukkan di dalam lingkup Pekerjaan Rutin. Pelaksanaan pekerjaan berdasarkan BA Gas In Pelanggan RT dan PK dan/atau permintaan tertulis dari Pemberi Kerja.
- **Sertifikasi Operator Stasiun Gas dan Tim MR/S Pelanggan**
Pelaksanaan Pekerjaan berdasarkan persetujuan tertulis berupa Memo dari Pemberi Kerja kepada Penyedia Jasa terhadap rencana pelaksanaan pekerjaan yang disampaikan oleh Penyedia Jasa kepada Pemberi Kerja.
- **Pekerjaan Pagu Lainnya**
Pekerjaan yang memiliki lingkup, spesifikasi, dan harga yang sama dengan pekerjaan 4.2.1.1 sampai 4.2.1.3 yang secara kuantitas belum masuk di dalam lingkup Pekerjaan Rutin. Pelaksanaan pekerjaan berdasarkan permintaan tertulis dari Pemberi Kerja.

Ceiling Work

- **Certification/Re-certification of Natural Gas Distribution Station Inspection**
The implementation of this work is based on written approval (Memo) from the Employer to the Service Provider on the work implementation plan submitted by the Service Provider to the Employer.
- **Manual Meter Recording of Additional RT and PK Customers**
This job has the same scope, specifications, and price as the RT and PK Customer Meter Work in routine work, but in a quantity that has not been included in the scope of Routine Work. Execution of this work is based on BA Gas In Customer RT and PK and/or written request from the Employer.
- **Gas Station Operator Certification and Customer MR/S Team**
Implementation of this Work is based on written approval (Memo) from the Employer to the Service Provider on the work implementation plan submitted by the Service Provider to the Employer.
- **Other Ceiling Works**
Work that has the same scope, specifications, and price as work 4.2.1.1 to 4.2.1.3, with the quantity that has not been included in the scope of Routine Work. Execution of these works are based on a written request from the Employer.

Bidang Field

Produk dan Jasa Goods and Services

Supply Chain

1. Trading

Penyedia kebutuhan berupa barang atau material minyak dan gas, antara lain:

This division supplies oil and gas industry goods or materials, including:

• Diaphragm Gas Meter / Diaphragm Gas Meter

Meter gas rumah tangga PGAS Solution G 1.6 memiliki Label MGN (Meter Gas Nasional) yang diproduksi oleh PT TMS Korea. Gas meter produksi Korea ini menciptakan pengukuran aliran gas dengan teknologi lebih baru, lebih canggih, dan tahan lama. Diaphragm Gas Meter ini telah teruji dan diverifikasi oleh Lembaga di Korea dan lembaga internasional.

The PGAS Solution G 1.6 household gas meter has the MGN (National Gas Meter) label produced by PT TMS Korea. This Korean production gas meter creates gas flow measurement with newer, more sophisticated, and durable technology. Moreover, the Diaphragm Gas Meter has been tested and verified by Korean and international institutions.

• Ball Valve Steel

Bola katup (*Ball Valve Steel*) dirancang untuk membuka atau menutup fluida dalam sistem perpipaan. Sebagian konfigurasi desain bola katup memungkinkan untuk digunakan dalam waktu yang singkat. Namun, proses penutupan fluida yang mengandung kotoran mekanis, dapat menyebabkan hilangnya keketatan katup obturator. PGAS Solution menyediakan bola katup berkualitas produksi dari Armatury, Republik Ceko.

Steel ball valves are designed to open or close fluids in piping systems. Some configurations of the ball valve design allow for short service time, but the process of closing the fluid containing mechanical impurities can cause obturator valve looseness. PGAS Solution provides quality ball valves manufactured from Armatury, Czech Republic.

• Fitting Fusion

Fitting merupakan salah satu komponen penting pemipaan yang memiliki fungsi untuk mengubah aliran, menyebarkan aliran, dan membesarkan atau mengecilkan aliran. Bekerja sama dengan Fusion, Inggris, PGAS Solution menjadi pengguna sekaligus agen Fitting Fusion di Indonesia.

Fitting is one of the important components of piping which functions to change, spread, increase, or decrease the flow. In collaboration with Fusion, UK, PGAS Solution is a user and agent of Fusion Fittings in Indonesia.

• Marine Paint Coat

Rust Bullet merupakan produk Marine Coating produksi PT National Energy Solution, dari Amerika Serikat. Produk ini berfungsi menghambat karat. Sejak 2017, PGAS Solution telah mengantongi legalisasi sebagai sub agen Rust Bullet.

Rust Bullet is a Marine Coating product produced by PT National Energy Solution, from the United States. This product functions to prevent rust. Since 2017, PGAS Solution has become a legal Rust Bullet sub-agent.

Bidang Field

Produk dan Jasa Goods and Services

- Monti Bristle Blaster**
 Bristle Blaster merupakan alat yang berfungsi antara lain menghilangkan lapisan korosi, pelapis, kerak, dan perekat. Alat ini memiliki keunggulan cepat, fleksibel, dan hemat biaya untuk digunakan.
Bristle Blaster is a tool that functions to remove corrosion layers, coatings, scale, adhesives, and more residues. It is fast, flexible, and cost-effective to use.
- Pressure Gauge & Temperature Gauge**
 Perangkat untuk mengukur tekanan dan suhu.
It is a device for measuring pressure and temperature.
- Manhole**
 Penutup Bak Valve yang kokoh dan terbuat dari lempeng besi dengan dihiasi kearifan lokal.
The valve tub cover is sturdy and made of iron plate decorated with local wisdom.
- Corrugated Stainless Steel Tubing (CSST)**
 Stainless fleksibel untuk memasok gas alam (produksi PT KAS).
It is a flexible stainless to supply natural gas (produced by PT KAS).
- Electronic Volume Corrector (EVC)**
 Perangkat pengukuran volume standar pada meter gas (produksi Elgas).
It is a standard volume measurement device on gas meters (produced by Elgas).
- Pertamina Lubricant (PL)**
 Pertamina Lubricant merupakan produk Chemical Lubricant produksi PT Pertamina Lubricant, Indonesia. Produk ini berfungsi sebagai pelumas untuk kebutuhan industri dan pertambangan.
Pertamina Lubricant is a Chemical Lubricant for mining and oil machinery needs produced by PT Pertamina Lubricant, Indonesia.
- Semen Gresik**
 Semen Gresik adalah product chemical semen berkualitas tinggi yang diproduksi oleh PT Semen Indonesia Distributor. Product ini berfungsi sebagai bagian bahan olahan untuk memperkuat olahan material beton dan lain-lain.
Semen Gresik is a high quality cement chemical product produced by PT Semen Indonesia Distributor. This product functions as part of the processed material to strengthen the processed concrete and other materials.

Bidang Field

Produk dan Jasa Goods and Services

2. Tempat Uji Kompetensi (TUK) / Competency Test Place (TUK)

Tempat Uji Kompetensi (TUK) PGAS Training Center merupakan tempat kerja atau lembaga dengan fasilitas pelaksanaan uji kompetensi yang telah diverifikasi oleh Lembaga Sertifikat Profesi (LSP) berlisensi. Sertifikat yang dilakukan oleh PGAS Training Center antara lain:

The PGAS Training Center Competency Test Place (TUK) is a workplace or institution with competency test facilities, which have been verified by a licensed Professional Certificate Institute (LSP). Certification processes carried out by the PGAS Training Center include:

- **Sertifikasi Gas – LSP PGN**
Gas Certification – LSP EMPLOYER
- **Sertifikasi Minyak dan Gas – LSP Pertamina**
Oil and Gas Certification – Pertamina LSP
- **Sertifikasi K3 – LSP Energi**
OHS Certification – Energy LSP
- **Sertifikasi Energi – LSP Migas**
Energy Certification – LSP Migas
- **Sertifikasi Telkom – LSP Telkom**
Telkom Certification – LSP Telkom
- **Sertifikasi Konstruksi – LSP Konstruksi**
Construction Certification – Construction LSP
- **Sertifikasi Proyek – IAMPI**
Project Certification – IAMPI
- **Sertifikasi Insinyur – PII**
Engineer Certification – PII
- **Sertifikasi Teknologi – Cisco**
Technology Certification – Cisco

3. Kalibrasi, Manufaktur, dan Pergudangan (KMP) Calibration, Manufacturing and Warehousing (KMP)

- **Manufaktur / Manufacturing**
Pekerjaan Pembuatan dan Pabrikasi Fasilitas Jaringan Pipa Gas (MRS, Pertashop, PRS, CNG Cradle, recondition and assembly)
Construction and Fabrication work of Gas Pipeline Network Facilities (MRS, Pertashop, Marker Post, and Gas Peg).
- **Kalibrasi Sistem Metering / Metering System Calibration**
Menjamin hasil-hasil pengukuran alat ukur sesuai dengan standar nasional maupun internasional.
Ensuring that the measurement results of measuring instruments used are in accordance with national and international standards.

Bidang
Field
Produk dan Jasa
Goods and Services

- **Pergudangan / Warehousing**
Pengelolaan dan jasa pergudangan yang digunakan untuk proses penggantian peralatan dan instrumen pipa gas pada kegiatan pemeliharaan dan operasi.
Management and warehousing services invoked at the process of replacing gas pipeline equipment and instruments in maintenance and operation activities.

SENA

- **O&G Onshore Survey**
Pengerjaan survey jalur pipa untuk minyak dan gas mulai dari garis pantai hingga daratan (*onshore*) serta jalur jaringan pipa dalam kota.
Pipeline surveys work for oil and gas pipe installation from the coastline to the mainland (*onshore*) as well as pipelines within the city.
- **O&G Offshore Survey**
Pengerjaan survey pipeline gas untuk lepas pantai (*offshore*).
Gas pipeline survey work for offshore targets.
- **Non-O&G Survey**
Pengerjaan survey di luar bidang minyak dan gas seperti survey *sounding* dermaga, survey kadastral, survey topografi, dan survey batas bidang tanah.
Survey work outside the oil and gas sector, such as wharf sounding, cadastral, topographic, and land parcel boundary surveys.
- **O&G Front End Engineering Design (FEED) & Detail Engineering Design (DED)**
Pengerjaan FEED & DED terkait pembangunan infrastruktur minyak dan gas dari desain di sisi downstream dan upstream.
FEED & DED work related to the development of oil and gas infrastructure from downstream and upstream designs.
- **Non-O&G Front End Engineering Design (FEED) & Detail Engineering Design (DED)**
Pengerjaan FEED & DED terkait *plant petrochemical* dan gedung.
FEED & DED work related to petrochemical plants and buildings.

Bidang
Field
Produk dan Jasa
Goods and Services

- **Onshore Gas Pipeline Inspection**
Pengerjaan inspeksi jaringan pipa gas di darat seperti *intelligent pigging*, *Risk Based Inspection* serta inspeksi jaringan pipa pelanggan.
Inspection work of onshore gas pipelines, such as intelligent pigging, Risk Based Inspection and inspection of customer pipelines.
- **Offshore Gas Pipeline Inspection**
Pengerjaan inspeksi jaringan pipa gas di lepas pantai.
Inspection work on offshore gas pipelines.
- **Non-O&G Inspection**
Pengerjaan inspeksi di luar bidang minyak dan gas seperti *dimensional checking* dan *assessment*.
Inspection work outside the oil and gas sector, such as but not limited to dimensional checking and assessment.
- **NDT Inspection**
Pengerjaan pengujian tidak merusak/*non-destructive testing* pada pipa gas.
Non-destructive testing on gas pipelines.
- **Konsultan Teknis / Technical Consultant**
Pengerjaan jasa konsultasi bidang teknis seperti konsultan manajemen proyek (PMC) dalam proyek EPC, penyusunan studi kelayakan, FMECA dan FMEA.
Technical consulting services provision, such as project management consultants (PMC) in EPC projects, preparation of feasibility studies, FMECA and FMEA.
- **Konsultan Manajemen / Management Consultant**
Pengerjaan jasa konsultasi bidang manajemen baik di bidang minyak dan gas serta bidang lainnya seperti: konsultan *due diligence*, konsultan ukL-upL.
Management consulting services provision both in the oil and gas sector as well as in other fields such as: due diligence consultants, UKL-UPL consultants.

3.8

JARINGAN WILAYAH OPERASI

OPERATIONAL AREA NETWORK



1. KANTOR PUSAT JAKARTA
HEAD OFFICE JAKARTA
2. AREA MEDAN
MEDAN AREA
3. AREA BATAM
BATAM AREA
4. AREA PALEMBANG
PALEMBANG AREA
5. AREA LAMPUNG
LAMPUNG AREA

6. AREA CILEGON
CILEGON AREA
7. AREA TANGERANG
TANGERANG AREA
8. AREA BOGOR
BOGOR AREA
9. AREA BEKASI
BEKASI AREA
10. AREA JAKARTA
JAKARTA AREA

11. AREA KARAWANG
KARAWANG AREA
12. AREA CIREBON
CIREBON AREA
13. AREA PASURUAN
PASURUAN AREA
14. AREA SIDOARJO
SIDOARJO AREA
15. AREA SURABAYA
SURABAYA AREA

16. AREA SEMARANG
SEMARANG AREA
17. AREA DUMAI
DUMAI AREA
18. AREA TARAKAN
TARAKAN AREA
19. AREA SORONG
SORONG AREA

3.9

NAMA DAN ALAMAT KANTOR PERWAKILAN DAN ENTITAS ANAK

NAME AND ADDRESSES OF REPRESENTATIVE OFFICES AND SUBSIDIARY COMPANY

Nama dan Alamat Kantor Perwakilan

Name and Addresses of Representative Offices

JAWA JAVA

Kantor Pusat / Head Office

Komplek Perkantoran PGN Gedung C,
Jl. KH Zainul Arifin No. 20 Jakarta 11140
Telp: (021) 63854557
(021) 63854572

Area Jakarta / Jakarta Area

Komplek PGN Jl. Daan Mogot Gang
Macan No.2 RT3/RW5 Duri Kepa Kebon
Jeruk, Jakarta Barat 11510
Telp: (021) 29579631

Area Klender / Klender Area

Jl. Swadaya PLN no.5, Klender
Jakarta Timur

Area Bogor / Bogor Area

Komplek Perkantoran Gas Negara
Jl. MA. Salmun No.41, Kelurahan
Ciwaringin, Kecamatan Bogor Tengah
Telp: (0251) 7531249

Area Tangerang / Tangerang Area

Ruko Spring Selatan, No 58-59
Summarecon SerpongTangerang,
Kota Tangerang
Telp: (021) 53158077

Area Cilegon / Cilegon Area

Ruko Bonakarta Festival Blok B 11-12,
Jl Sultan Ageung Tirtayasa,
Cilegon-Banten 42414
Telp: (0254) 378772

Area Bekasi / Bekasi Area

Jl. MH. Hasibuan, Ruko Sun City Blok D22
Bekasi, Jawa Barat, 17141
Telp: (021) 88863606

Area Karawang / Karawang Area

Kantor PGN Area Karawang d/a Jl.
Ahmad Yani no.54 Bay Pass, Karang
Pawitan, Karawang Barat 41315
Telp: (0267) 8604364

Area Cirebon / Cirebon Area

Jl. Veteran no.2, Kel. Kebon Baru, Kec.
Kejaksanaan, Kota Cirebon 45124
Telp: (0231) 233517

Area Semarang / Semarang Area

Jl. Diponegoro No.35, Kel. Lempongsari,
Kec. Gajah Mungkur,
Kota Semarang 50232
Telp: (024) 76441947

Area Surabaya / Surabaya Area

Jl. Ngagel No. 129-131, Kec. Wonokromo
Surabaya
Telp: (031) 5040531

Area Pasuruan / Pasuruan Area

Jl. RA Kartini No.72, Kel. Latek Kec. Bangil,
Kab. Pasuruan 67153
Telp: (0343) 427422

Area Sidoarjo / Sidoarjo Area

Perum Taman Pinang Indah
Blok C3 No.7
Sidoarjo, Jawa Timur 61225
Telp: (031) 8073084

SUMATERA SUMATRA

Area Medan / Medan Area

Gedung PGN Jl. K.L Yos Sudarso Lorong
XII No.18, Gelugur Kota Medan,
Sumatera Utara 20112
Telp: (061) 6640130

Area Batam / Batam Area

Gedung PGN, Lt. 4
Jl. Raja Isa, Batam Center, Kepulauan
Riau 29464
Telp: (077) 8470244

Area Palembang / Palembang Area

PT PGAS Solution Jl. Merdeka No.10-B
Kel. Talang Semut, Kec.Bukit Kecil, Kota
Palembang, Sumatera Selatan 30152
Telp: (0711) 5630351

Area Lampung / Lampung Area

Jl. Gatot Subroto No.115, Kel. Tanjung
Gading, Kec. Kedamaian,
Kota Bandar Lampung 35218
Telp: (0721) 5607892

Area Dumai / Dumai Area

Jl. S. Moh. Amin (Jalur Kuning) No. 29B,
Kel. Jaya Mukti Kec. Dumai Timur,
Kota Dumai, Riau 28826
Telp: (031) 5040531

KALIMANTAN BORNEO

Area Tarakan / Tarakan Area

Jl. Mulawarman No. 14B, RT11,
Kel. Karang Anyar Pantai Tarakan Barat,
Kalimantan Utara 77111
Telp: (0551) 13803730

PAPUA PAPUA

Area Sorong / Sorong Area

Jl. Nangka, Kel. Malawili
Distrik Aimas, Kab. Sorong 98457
Telp: 08114860055

Nama dan Alamat Kantor Entitas Anak

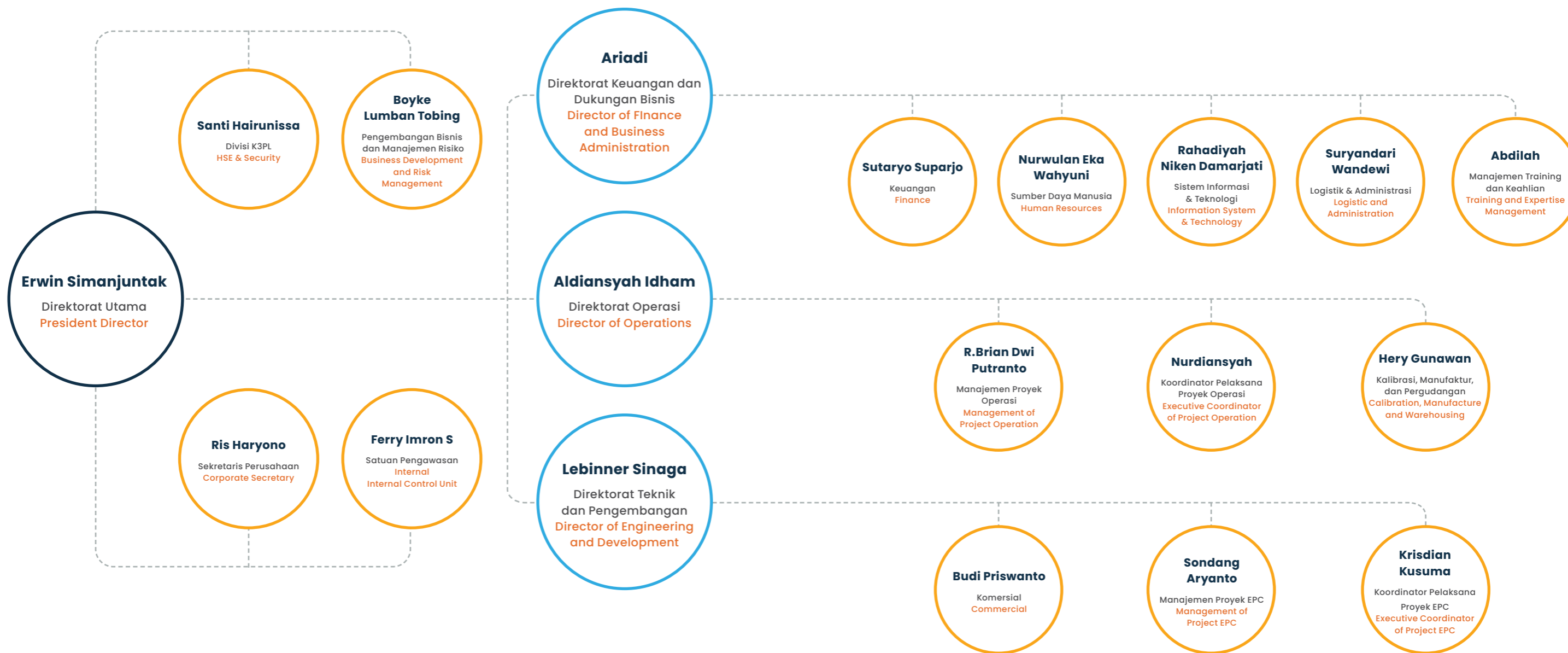
Names and Address of Subsidiary Company

PT Solusi Energy Nusantara (SENA)

Komplek Perkantoran PGN Gedung C, Lt. 2
Jl. KH Zainul Arifin No. 20, Jakarta 11140
Telp: (021) 226300004

3.10

STRUKTUR ORGANISASI ORGANIZATIONAL STRUCTURE



Pada tahun 2021 terjadi perubahan struktur organisasi di jajaran Direksi atau di level BOD-2. Hal ini dikarenakan adanya penyesuaian terhadap target dan tujuan Perseroan.

In 2021, the organizational structure of the Company was changed, particularly in the Board of Directors/BOD-2 level, due to the changes of the Company's targets and objectives.

Perubahan struktur organisasi ini telah tercantum dalam Surat Keputusan Direksi PT PGAS Solution Nomor 036000.K/OT.00/DirUt/2021 Tentang Struktur Organisasi dan Tata Kerja di PT PGAS Solution tanggal 11 Oktober 2021.

This modification of the organizational structure has been stated in the Decree of the Board of Directors of PT PGAS Solution Number 036000.K/OT.00/DirUt/2021 concerning Organizational Structure and Work Procedures at PT PGAS Solution dated October 11, 2021.

3.11

PROFIL DEWAN KOMISARIS BOARD OF COMMISSIONER'S PROFILE

1 Arie Nobelta Kaban
Komisaris Utama
President Commissioner

2 Arya Anugrah Pratama K.
Komisaris
Commissioner

3 Upik Jamil
Komisaris
Commissioner

4 Andi Wibowo
Komisaris
Commissioner





ARIE NOBELTA KABAN

KOMISARIS UTAMA (1 NOVEMBER 2019 – SEKARANG)

PRESIDENT COMMISSIONER (NOVEMBER 1, 2019 - PRESENT)

Dasar Pengangkatan Basis of Appointment	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 19 tanggal 11 November 2019, yang dibuat dihadapan Notaris Vincent Sugeng Fajar SH., M.Kn.	Circular Deed of Statement of Shareholders' Decisions of PT PGAS Solution Number 19 dated November 11, 2019, drawn up before Notary Vincent Sugeng Fajar SH., M.Kn.
Lahir Born	Kutambaru, 7 Januari 1975 (46 tahun*)	Kutambaru, January 7, 1975 (46 years old*)
Domisili Domicile	Tangerang, Indonesia	
Pendidikan Education	<ul style="list-style-type: none"> S1 – Akuntansi, Fakultas Ekonomi, Universitas Gajah Mada Yogyakarta (2002) S2 – Magister Ilmu Ekonomi, Universitas Gajah Mada, Yogyakarta (2008) 	<ul style="list-style-type: none"> Bachelors – Accounting, Faculty of Economics, Gajah Mada University, Yogyakarta (2002) Masters – Master of Economics, Gajah Mada University, Yogyakarta (2008)
Karier Career	<ul style="list-style-type: none"> Internal Auditor, YAKKUM Foundation (1999–2005) Senior Auditor, Kantor Akuntan Publik Rasin, Ichwan & Rekan (2004–2008) Team Leader Investigation (Kepala Satuan Tugas/Kasatgas), Komisi Pemberantasan Korupsi (KPK) (2008–Agustus 2019) Direktur Keuangan PT Perusahaan Gas Negara Tbk. (Agustus 2019 – 2021) Komisaris Utama PT PGAS Solution (1 November 2019–Sekarang) 	<ul style="list-style-type: none"> Internal Auditor, YAKKUM Foundation (1999–2005) Senior Auditor, Public Accounting Firm Rasin, Ichwan & Partners (2004–2008) Team Leader Investigation (Head of Task Force/Kasatgas), Corruption Eradication Commission (KPK) (2008–August 2019) Finance Director of PT Perusahaan Gas Negara Tbk. (August 2019–Present) President Commissioner of PT PGAS Solution (November 1, 2019–Present)

*Hingga 31 Desember 2021

*Until December 31, 2021

ARYA ANUGRAH PRATAMA K.

KOMISARIS (6 OKTOBER 2021 - SEKARANG)

COMMISSIONER (OCTOBER 6, 2021 - PRESENT)

Dasar Pengangkatan Basis of Appointment	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 55 tanggal 15 Oktober 2021, yang dibuat dihadapan Notaris Vincent Sugeng Fajar SH., M.Kn.	Circular Deed of Decision of Shareholders of PT PGAS Solution Number 55 dated October 15, 2021, drawn up before Notary Vincent Sugeng Fajar SH., M.Kn.
Lahir Born	Jakarta, 27 Januari 1986 (35 tahun*)	Jakarta, January 27, 1986 (35 years old*)
Domisili Domicile	Jakarta, Indonesia	
Pendidikan Education	<ul style="list-style-type: none"> • Associate of (A.A) Business Administration, Edmonds Community College, Edmonds, USA (2005-2007) • Bachelor of ART (B.A) Business Administration - Finance, University of Washington, Seattle, USA (2007-2009) • Masters of Public Policy (M.P.P), GRIPS (National Graduate Institutes of Policy Studies), Tokyo, Jepang (2009) 	<ul style="list-style-type: none"> • Associate of (A.A) Business Administration, Edmonds Community College, Edmonds, USA (2005-2007) • Bachelor of ART (B.A) Business Administration - Finance, University of Washington, Seattle, USA (2007-2009) • Masters of Public Policy (M.P.P), GRIPS (National Graduate Institutes of Policy Studies), Tokyo, Japan (2009)
Karier Career	<ul style="list-style-type: none"> • Manager Keuangan PT Batmandi Petroleum (September 2013 - Desember 2016) • Direktur PT Mutiara Nusantara Investama (April 2015 - November 2019) • Direktur PT Enamku (September 2018 - Januari 2020) • Komisaris PT PGAS Solution (6 Oktober 2021 - Sekarang) 	<ul style="list-style-type: none"> • Finance Manager of PT Batmandi Petroleum (September 2013 - December 2016) • Director of PT Mutiara Nusantara Investama (April 2015 - November 2019) • Director of PT Enamku (September 2018 - January 2020) • Commissioner of PT PGAS Solution (October 6, 2021 - Present)

*Hingga 31 Desember 2021

*Until December 31, 2021





UPIK JAMIL

KOMISARIS (16 APRIL 2020 - SEKARANG)

COMMISSIONER (APRIL 16, 2020 - PRESENT)

Dasar Pengangkatan Basis of Appointment	Akta Pernyataan Keputusan Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 1 tanggal 04 Mei 2020, yang dibuat di hadapan Notaris Vincent Sugeng Fajar, S.H., M.Kn.	Circular Deed of Statement of Shareholders' Decisions of PT PGAS Solution Number 1 dated May 4, 2020, drawn up before Notary Vincent Sugeng Fajar, S.H., M.Kn.
Lahir Born	Padang, 20 September 1967 (54 tahun*)	Padang, September 20, 1967 (54 years old*)
Domisili Domicile	Depok, Indonesia	
Pendidikan Education	<ul style="list-style-type: none"> S1 - Biologi, ITB, Bandung (1993) 	<ul style="list-style-type: none"> Bachelors - Biology, ITB, Bandung (1993)
Karier Career	<ul style="list-style-type: none"> Kepala Bidang Bagian Organisasi dan Tata Laksana, Bidang Program dan Evaluasi - Kementerian ESDM (2011 - 2015) Kepala Bagian Organisasi dan Tata Laksana, Bagian Organisasi dan Tata Laksana - Kementerian ESDM (2015 - 2016) Kepala Biro Organisasi dan Tata Laksana, Biro Organisasi dan Tata Laksana - Kementerian ESDM (2016) Kepala Biro Sumber Daya Manusia, Sekretariat Jenderal Biro Sumber Daya Manusia, Kementerian ESDM (2016 - 2021) Komisaris PT PGAS Solution (16 April 2020 - sekarang) 	<ul style="list-style-type: none"> Head of Division of Organization and Management, Program and Evaluation - Ministry of Energy and Mineral Resources (2011 - 2015) Head of Organization and Management Section, Organizational and Management Section - Ministry of Energy and Mineral Resources (2015 - 2016) Head of Organization and Administration Bureau, Organizational and Administration Bureau - Ministry of Energy and Mineral Resources (2016) Head of Human Resources Bureau, Secretariat General of Human Resources Bureau, Ministry of Energy and Mineral Resources (2016 - Present) Commissioner of PT PGAS Solution (April 16, 2020 - present)
	*Hingga 31 Desember 2021	*Until December 31, 2021



ANDI WIBOWO

KOMISARIS (16 APRIL 2020 - SEKARANG)
COMMISSIONER (APRIL 16, 2020 - PRESENT)

Dasar Pengangkatan Basis of Appointment	Akta Pernyataan Keputusan Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 1 tanggal 04 Mei 2020, yang dibuat di hadapan Notaris Vincent Sugeng Fajar, S.H., M.Kn.	Circular Deed of Statement of Shareholders' Decisions of PT PGAS Solution Number 1 dated May 4, 2020, drawn up before Notary Vincent Sugeng Fajar, S.H., M.Kn.
Lahir Born	Solo, 15 Mei 1970 (51 tahun*)	Solo, May 15, 1970 (51 years old*)
Domisili Domicile	Solo, Indonesia	
Pendidikan Education	<ul style="list-style-type: none"> S1 - Teknik Mesin - Teknik Produksi, ITB, Bandung (1994) S2 - MBA - Production Operation Management, California State University - San Bernardino, USA (1998) 	<ul style="list-style-type: none"> Bachelors - Mechanical Engineering - Production Engineering, ITB, Bandung (1994) Masters - MBA - Production Operation Management, California State University - San Bernardino, USA (1998)
Karier Career	<ul style="list-style-type: none"> Dewan Pengawas PDAM Kota Surakarta (2003 - 2008) Direktur Produksi CV. Rodajati (2004 - Sekarang) Owner, BS Hidroponik Farm (2015 - Sekarang) Penasehat, Team Narasi dan Komunikasi Digital Presiden, Kantor Staf Presiden (2015 - Sekarang) Komisaris PT PGAS Solution (16 April 2020 - Sekarang) 	<ul style="list-style-type: none"> Supervisory Board of PDAM Surakarta City (2003 - 2008) Director of Production CV. Rodajati (2004 - Present) Owner, BS Hydroponic Farm (2015 - Present) Advisor, Presidential Digital Communication and Narrative Team, Presidential Staff Office (2015 - Present) Commissioner of PT PGAS Solution (April 16, 2020 - Present)

*Hingga 31 Desember 2021

*Until December 31, 2021



ALIMUDDIN BASO

KOMISARIS
COMMISSIONER

(13 Maret 2018 – 23 Agustus 2021)
(March 13, 2018 - August 23, 2021)

Dasar Pengangkatan
Basis of Appointment

Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 45 tanggal 27 Maret 2018, yang dibuat dihadapan Notaris Vincent Sugeng Fajar SH., M.Kn.

Circular Deed of Decision of Shareholders of PT PGAS Solution Number 45 dated March 27, 2018, drawn up before Notary Vincent Sugeng Fajar SH., M.Kn.

*Dewan Komisaris dan Direksi berdasarkan Akta Perusahaan No. 58 Tanggal 21 Maret 2022
*Board of Commissioners and Directors based on Company Deed No. 58 dated March 21, 2022

Lahir Born	Ujung Pandang, 19 Mei 1967 (54 tahun*)	Ujung Pandang, May 19, 1967 (54 years old*)
Domisili Domicile	Bogor, Indonesia	
Pendidikan Education	<ul style="list-style-type: none"> • S1 – Hukum, Fakultas Hukum, UNHAS, Makassar (1986) (tidak selesai) • S1 – Teknik Mesin – Konversi Energi, Fakultas Teknik, UNHAS, Makassar (1987-1993) • S2 – Magister Manajemen Ekonomi Publik, Lembaga Administrasi Negara RI (LAN – RI) (2006-2009) 	<ul style="list-style-type: none"> • Bachelors – Law, Faculty of Law, UNHAS, Makassar (1986) (not completed) • Bachelors – Mechanical Engineering – Energy Conversion, Faculty of Engineering, UNHAS, Makassar (1987-1993) • Masters – Master of Public Economic Management, Indonesian State Administration Institute (LAN – RI) (2006-2009)
Karier Career	<ul style="list-style-type: none"> • Auditor Madya/Peran Pengendali Teknis, Inspektorat Jenderal Kementerian ESDM (Maret 1997 – 31 Desember 2013) • Kepala Bagian Perencanaan dan Keuangan, Sekretariat BPH Migas (13 Januari 2014 – 19 Juli 2016) • Direktur Perencanaan dan Pembangunan Infrastruktur Minyak dan Gas Bumi, Direktorat Jenderal Migas, Kementerian ESDM (20 Juli 2016 – 2021) • Komisaris PT PGAS Solution (13 Maret 2018 – 23 Agustus 2021) • Sekretaris Direktorat Jenderal Minyak dan Gas Bumi (2021 – Sekarang) 	<ul style="list-style-type: none"> • Middle Auditor/Technical Controlling Role, Inspectorate General of the Ministry of Energy and Mineral Resources (March 1997 – December 31, 2013) • Head of Planning and Finance, BPH Migas Secretariat (January 13, 2014 – July 19, 2016) • Director of Oil and Gas Infrastructure Planning and Development, Directorate General of Oil and Gas, Ministry of Energy and Mineral Resources (July 20, 2016 – present) • Commissioner of PT PGAS Solution (March 13, 2018 – August 23, 2021)
	*Hingga 31 Desember 2021	*Until December 31, 2021



3.12

PROFIL DIREKSI

BOARD OF DIRECTOR'S PROFILE

- 1 Erwin Simanjuntak**
Direktur Utama
President Director
- 2 Aldiansyah Idham**
Direktur Operasi
Director of Operation
- 3 Lebinner Sinaga**
Direktur Teknik dan Pengembangan
Director of Engineering and Development
- 4 Ariadi**
Direktur Keuangan dan Dukungan Bisnis
Director of Finance and Administration





ERWIN SIMANJUNTAK

DIREKTUR UTAMA (6 FEBRUARI 2020 - SEKARANG)

PRESIDENT DIRECTOR (FEBRUARY 6, 2020 - PRESENT)

Dasar Pengangkatan Basis of Appointment

Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor: 69 tanggal 27 Februari 2020, yang dibuat dihadapan Notaris Vincent Sugeng Fajar, S.H., M.Kn.

PT PGAS Solution Circular Declaration of Decisions of Shareholders Number: 69 dated February 27, 2020, drawn up before Notary Vincent Sugeng Fajar, S.H., M.Kn.

Lahir Born

Medan, 26 Februari 1973 (48 tahun*)

Medan, February 26, 1973 (48 years old*)

Domisili Domicile

Jakarta, Indonesia

Pendidikan Education

- S1 – Teknik Sipil, ITB, Bandung (1998)
- S2 – Magister Manajemen Teknologi, ITB, Bandung (2003)

- Bachelors – Civil Engineering, ITB, Bandung (1998)
- Masters – Master of Technology Management, ITB, Bandung (2003)

Karier Career

- Executive Engineer PMO Infrastructure – PT Perusahaan Gas Negara Tbk (Maret 2015 – Juni 2015)
- Expert, Engineer PMO Infrastructure – PT Perusahaan Gas Negara Tbk (Juni 2015–Februari 2016)
- Expert, Construction, PMO Infrastructure – PT Perusahaan Gas Negara Tbk (Februari 2016 – Desember 2016)
- Construction Specialist, PMO Infrastructure – PT Perusahaan Gas Negara Tbk (Desember 2016 – Februari 2020)
- Direktur Utama PT PGAS Solution (6 Februari 2020 – Sekarang)

- Executive Engineer PMO Infrastructure – PT Perusahaan Gas Negara (Persero) Tbk (March 2015 – June 2015)
- Expert, Engineer PMO Infrastructure – PT Perusahaan Gas Negara (Persero) Tbk (June 2015 – February 2016)
- Expert, Construction, PMO Infrastructure – PT Perusahaan Gas Negara (Persero) Tbk (February 2016 – December 2016)
- Construction Specialist, PMO Infrastructure – PT Perusahaan Gas Negara (Persero) Tbk (December 2016 – February 2020)
- President Director of PT PGAS Solution (February 6, 2020 – Present)

*Hingga 31 Desember 2021

*Until December 31, 2021



ALDIANSYAH IDHAM

DIREKTUR OPERASI (14 SEPTEMBER 2021 - SEKARANG)
DIRECTOR OF OPERATION (SEPTEMBER 14, 2021 - PRESENT)

Dasar Pengangkatan Basis of Appointment

Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 64 tanggal 22 September 2021, yang dibuat dihadapan Notaris Vincent Sugeng Fajar, S.H., M.Kn.

PT PGAS Solution Circular Declaration of Decisions of Shareholders Number 64 dated September 22, 2021, drawn up before Notary Vincent Sugeng Fajar, S.H., M.Kn.

Lahir Born

Medan, 4 November 1978 (43 tahun*)

Medan, November 4, 1978 (43 years old*)

Domisili Domicile

Jakarta, Indonesia

Pendidikan Education

• S1 – Teknik Elektro, Universitas Medan (2006)

• Bachelors – Electrical Engineering, University of Medan (2006)

Karier Career

• Division Head, Government and Community Relations – PT Perusahaan Gas Negara Tbk (1 Januari 2018 – 15 Oktober 2020)
 • Sr. Advisor, Health and Safety – PT Perusahaan Gas Negara Tbk (15 Oktober 2020 – 14 September 2021)
 • Direktur Operasi PT PGAS Solution (14 September 2021 – sekarang)

• Division Head, Government and Community Relations – PT Perusahaan Gas Negara (Persero) Tbk (January 1, 2018 – October 15, 2020)
 • Sr. Advisor, Health and Safety – PT Perusahaan Gas Negara (Persero) Tbk (October 15, 2020 – September 14, 2021)
 • Director of Operations of PT PGAS Solution (September 14, 2021 – present)

*Hingga 31 Desember 2021

*Until December 31, 2021



LEBINNER SINAGA

DIREKTUR TEKNIK DAN PENGEMBANGAN (14 SEPTEMBER 2021 - SEKARANG)

DIRECTOR OF ENGINEERING AND DEVELOPMENT (SEPTEMBER 14, 2021 - PRESENT)

Dasar Pengangkatan Basis of Appointment	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 64 tanggal 22 September 2021, yang dibuat dihadapan Notaris Vincent Sugeng Fajar, S.H., M.Kn.	PT PGAS Solution Circular Declaration of Decisions of Shareholders Number 64 dated September 22, 2021, drawn up before Notary Vincent Sugeng Fajar, S.H., M.Kn.
Lahir Born	Sosok Pongki, 5 Desember 1974 (47 tahun*)	Sosok Pongki, December 5, 1974 (47 years old*)
Domisili Domicile	Tangerang, Indonesia	
Pendidikan Education	<ul style="list-style-type: none"> D3 – Fire and Safety, AKAMIGAS (2006) S1 – Teknik Industri, Universitas Mercu Buana, Jakarta (2013) S2 – Magister Management – Universitas Mercu Buana, Jakarta (2020) 	<ul style="list-style-type: none"> Diploma – Fire and Safety, AKAMIGAS (2006) Bachelors – Industrial Engineering, Mercu Buana University, Jakarta (2013) Masters – Master of Management – Mercu Buana University, Jakarta (2020)
Karier Career	<ul style="list-style-type: none"> Division Head, Business Unit Gas Product – PT Perusahaan Gas Negara Tbk (1 Januari 2018 –17 Juni 2019) Group Head, Gas Supply – PT Perusahaan Gas Negara Tbk (17 Juni 2019–15 Oktober 2020) Sr. Advisor, Health and Safety – PT Perusahaan Gas Negara Tbk (15 Oktober 2020 –14 September 2021) Direktur Teknik dan Pengembangan PT PGAS Solution (14 September 2021 – sekarang) 	<ul style="list-style-type: none"> Division Head, Business Unit Gas Product – PT Perusahaan Gas Negara (Persero) Tbk (January 1, 2018 – June 17, 2019) Group Head, Gas Supply – PT Perusahaan Gas Negara (Persero) Tbk (June 17, 2019 – October 15, 2020) Sr. Advisor, Health and Safety – PT Perusahaan Gas Negara (Persero) Tbk (October 15, 2020 – September 14, 2021) Director of Engineering and Development (September 14, 2021 – present)
	*Hingga 31 Desember 2021	*Until December 31, 2021



ARIADI

DIREKTUR KEUANGAN DAN DUKUNGAN BISNIS (16 JANUARI 2020 - SEKARANG)

DIRECTOR OF FINANCE AND ADMINISTRATION (JANUARY 16, 2020 - PRESENT)

Dasar Pengangkatan Basis of Appointment	Akta Pernyataan Keputusan Para Pemegang Saham Nomor: 10 tanggal 5 Februari 2020, yang dibuat dihadapan Notaris Vincent Sugeng Fajar S.H., M.Kn.	Deed of Decision of Shareholders Number: 10 dated February 5, 2020, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.
Lahir Born	Jakarta, 12 Desember 1973 (48 tahun*)	Jakarta, December 12, 1973 (48 years old*)
Domisili Domicile	Jakarta, Indonesia	
Pendidikan Education	<ul style="list-style-type: none"> • D3 - Anggaran, STAN Prodip Keuangan, Jakarta (1995) • S1 - Akuntansi, Universitas Andalas, Padang (1998) • S2 - Magister Manajemen, Universitas Trisakti, Jakarta (2012) 	<ul style="list-style-type: none"> • Diploma - Budgeting, Finance Study Program STAN, Jakarta (1995) • Bachelors - Accounting, Andalas University, Padang (1998) • Masters - Master of Management, Trisakti University, Jakarta (2012)
Karier Career	<ul style="list-style-type: none"> • Vice President Financial Control & Budgeting PT Perusahaan Gas Negara Tbk (2014 - 2016) • Direktur Keuangan dan Administrasi PT Gagas Energi Indonesia (2016- Juni 2019) • Direktur Keuangan dan Administrasi PT Permata Graha Nusantara (Juni 2019 - Januari 2020) • Direktur Keuangan dan Administrasi PT PGAS Solution (16 Januari 2020 - Sekarang) 	<ul style="list-style-type: none"> • Vice President Financial Control & Budgeting - PT Perusahaan Gas Negara (Persero) Tbk (2014 - 2016) • Director of Finance and Administration - PT Gagas Energi Indonesia (2016- June 2019) • Director of Finance and Administration - PT Permata Graha Nusantara (June 2019 - January 2020) • Director of Finance and Administration - PT PGAS Solution (January 16, 2020 - Present)

*Hingga 31 Desember 2021

*Until December 31, 2021



EDI ARMAWIRIA

DIREKTUR OPERASI
DIRECTOR OF OPERATION

(16 Januari 2020-14 September 2021)
(January 16, 2020 - September 14, 2021)

Dasar Pengangkatan
Basis of Appointment

Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor: 10 tanggal 5 Februari 2020, yang dibuat dihadapan Notaris Vincent Sugeng Fajar S.H., M.Kn.

PT PGAS Solution Circular Declaration of Decisions of Shareholders Number: 10 dated February 5, 2020, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.

Lahir Born	Palembang, 28 Februari 1973 (48 tahun*)	Palembang, February 28, 1973 (48 years old*)
Domisili Domicile	Tangerang Selatan, Indonesia	
Pendidikan Education	<ul style="list-style-type: none"> D3 – Teknik Elektro, Politeknik UNSRI, Palembang (1995) S1 – Teknik Industri, ITI, Serpong (2015 – 2018) 	<ul style="list-style-type: none"> Diploma – Electrical Engineering, UNSRI Polytechnic, Palembang (1995) Bachelors – Industrial Engineering, ITI, Serpong (2015 – 2018)
Karier Career	<ul style="list-style-type: none"> Department Head, Gas Planning and Optimization – PT Perusahaan Gas Negara Tbk (Juli 2016 – Desember 2016) Division Head, Gas Planning and Optimization – PT Perusahaan Gas Negara Tbk (Desember 2016 – Mei 2018) Division Head, Gas Management System – PT Perusahaan Gas Negara Tbk (Mei 2018 – Januari 2020) Direktur Operasi PT PGAS Solution (16 Januari 2020-14 September 2021) 	<ul style="list-style-type: none"> Department Head, Gas Planning and Optimization – PT Perusahaan Gas Negara (Persero) Tbk (Juli 2016 – Desember 2016) Division Head, Gas Planning and Optimization – PT Perusahaan Gas Negara (Persero) Tbk (Desember 2016 – May 2018) Division Head, Gas Management System – PT Perusahaan Gas Negara (Persero) Tbk (May 2018 – January 2020) Director of Operations of PT PGAS Solution (January 16, 2020 – September 14, 2021)
	*Hingga 31 Desember 2021	*Until December 31, 2021



RANGGA RADJI

DIREKTUR TEKNIK DAN PENGEMBANGAN
DIRECTOR OF ENGINEERING AND DEVELOPMENT

(16 Januari 2020-14 September 2021)
(January 16, 2020 - September 14, 2021)

Dasar Pengangkatan
Basis of Appointment

Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor: 10 tanggal 5 Februari 2020, yang dibuat dihadapan Notaris Vincent Sugeng Fajar, S.H., M.Kn.

PT PGAS Solution Circular Declaration of Decisions of Shareholders Number: 10 dated February 5, 2020, drawn up before Notary Vincent Sugeng Fajar, S.H., M.Kn.

Lahir Born	Jakarta, 25 Juni 1973 (48 tahun*)	Jakarta, June 25, 1973 (48 years old*)
Domisili Domicile	Jakarta, Indonesia	
Pendidikan Education	<ul style="list-style-type: none"> D3 – Instrumentasi, Universitas Indonesia, Depok (1996) S1 – Ekonomi Manajemen, Universitas Indonesia (2002) 	<ul style="list-style-type: none"> Diploma – Instrumentation, University of Indonesia, Depok (1996) Bachelors – Management Economics, University of Indonesia (2002)
Karier Career	<ul style="list-style-type: none"> Kepala Departemen Operasi dan Pemeliharaan SBU II (2013- 2015) Expert, Asset and Reliability Transmission, Gas Transmission Management – PT Perusahaan Gas Negara (Persero) Tbk (2015-2016) Department Head, Gas Distribution Management Regional I, Business Unit Infrastructure Operations – PT Perusahaan Gas Negara (Persero) Tbk (2016 – 2017) Division Head, Gas Distribution Management Regional I, Business Unit Infrastructure Operations – PT Perusahaan Gas Negara (Persero) Tbk (2018 – 2020) Direktur Teknik dan Pengembangan PT PGAS Solution (16 Januari 2020 –14 September 2021) 	<ul style="list-style-type: none"> Head of Operation and Maintenance Department of SBU II (2013-2015) Expert, Asset and Reliability Transmission, Gas Transmission Management – PT Perusahaan Gas Negara (Persero) Tbk (2015-2016) Department Head, Gas Distribution Management Regional I, Business Unit Infrastructure Operations – PT Perusahaan Gas Negara (Persero) Tbk (2016 – 2017) Division Head, Gas Distribution Management Regional I, Business Unit Infrastructure Operations – PT Perusahaan Gas Negara (Persero) Tbk (2018 – 2020) Director of Engineering and Development of PT PGAS Solution (January 16, 2020 – September 14, 2021)
	*Hingga 31 Desember 2021	*Until December 31, 2021

3.13

MANAJEMEN SUMBER DAYA MANUSIA

HUMAN RESOURCES MANAGEMENT

Manajemen Sumber Daya Manusia

PGAS Solution menerapkan strategi untuk membangun setiap insan PGAS Solution menjadi sosok yang bersemangat untuk terus bekerja optimal, adaptif, dan inovatif guna menghadapi dinamika pasar dan keadaan di luar dugaan seperti saat ini, pandemi Covid-19. Dengan strategi ini, PGAS Solution berharap menjadi perusahaan terdepan dalam bidang usahanya.

PGAS Solution's Human Resource Management

implemented various strategies to develop every employee into a person who is passionate about continuing to work optimally, adaptively, and innovatively to face market dynamics and unexpected circumstances, such as the currently running Covid-19 pandemic. With those strategies in place, PGAS Solution hopes to become a leading company in its line of business.

PROFIL SDM PGAS SOLUTION

PGAS SOLUTION'S HR PROFILE

Dalam menjalankan roda bisnisnya, PGAS Solution membagi SDM-nya ke dalam tiga status kepegawaian. Pertama, pekerja tetap PGN Solution. Kedua, pekerja perbantuan dari PGN. Ketiga, pekerja kontrak yang dibutuhkan dalam pengerjaan keproyekan dan pekerjaan berdurasi tertentu. Pada tahun 2021, tercatat jumlah pekerja di lingkungan PGAS Solution sebanyak 228 orang.

In its daily operation, PGAS Solution divides its human resources into three employment statuses: PGN Solution's permanent employees, auxiliary workers from PGN, and contract workers who are needed in project work and work of a certain duration. In 2021, PGAS Solution has 228 workers.



Pekerja Berdasarkan Status Kepegawaian Tahun 2017-2021

Employees based on Employment Status in 2017-2021



Status Pekerja Employment Status	2017	2018	2019	2020	2021
Pekerja Tetap Permanent Employees	99	97	95	76	147
Perbantuan PGN PGN Seconded Employees	209	199	185	199	81
Pekerja Kontrak Contract Employees	34	54	81	54	0
Jumlah Aset Total Asset	342	350	361	361	228

Turnover pekerja yang rendah, efisiensi dalam pengembangan kompetensi dan pengadaan pekerja, merupakan efek dari iklim kerja kondusif yang selalu PGAS Solution upayakan. Sehingga akhirnya memberikan pengaruh positif terhadap performa Perseroan.

Low employee turnover, efficiency in competency development and employee procurement can be credited to a conducive working climate that PGAS Solution always strives for. Therefore, the developed working climate has a positive influence on the Company's performance.

Dalam tahun 2021 terjadi penurunan jumlah pekerja PT PGAS Solution, baik itu karena pensiun atau adanya penyesuaian kebutuhan personel keproyekan pada tahun berjalan.

In 2021, the number of employees of PT PGAS Solution was decreased, either due to retirement or an adjustment to the needs of project personnel in that year.

REKRUTMEN PEKERJA

EMPLOYEES RECRUITMENT

Ada dua sistem perekrutan yang dijalankan PGAS Solution, pertama secara internal dengan mekanisme pengangkatan pekerja tetap, rotasi dan promosi. Kedua, secara eksternal yang biasanya dilakukan untuk memenuhi kebutuhan pekerja pada proyek-proyek baru.

There are two recruitment systems implemented by PGAS Solution: Internal recruitment through permanent employee appointment, rotation, and promotion, and external recruitment which is usually done to meet the needs of workers on new projects.

Untuk pengangkatan pekerja tetap dilakukan tiga tahapan seleksi yaitu asesmen psikologis, wawancara manajemen, dan tes kesehatan. Kebutuhan akan jumlah pekerja disesuaikan dengan strategi pemenuhan SDM dan kebutuhan organisasi.

The Company implemented three stages of selection when selecting permanent employees: psychological assessment, management interviews, and medical tests. The workforce needs are adjusted to the strategy to fulfill HR and organizational needs.

PENGEMBANGAN SDM

HR DEVELOPMENT

Pengembangan SDM merupakan komitmen PGAS Solution dalam mendukung proses pencapaian tujuan perusahaan, dengan melalui pelatihan dan sertifikasi secara konsisten, sesuai dengan bidang tugas dan fungsi para pekerjanya. Pada tahun 2021, rata-rata jumlah pelatihan yang diikuti pekerja adalah 9 mandays/pekerja.

HR development is one of the Company's commitments to support the process of achieving company goals. The development is done through consistent training and certification in accordance with the duties and functions of the employees. In 2021, the average number of training activities attended by workers is 9 mandays/worker.

Biaya Pelatihan Pengembangan SDM Tahun 2017-2021

Cost of HR Development Training in 2017-2021



Tahun Year	Pekerja Employees	Realisasi (rupiah) Realization (IDR)	Anggaran (rupiah) Budget (IDR)	Pencapaian (%) Achievement (%)
2017	308	2.222.367.630	2.300.000.000	97,0
2018	278	1.844.392.660	2.000.000.000	92,2
2019	280	1.360.000.000	1.360.000.000	100%
2020	243	1.149.383.682	1.300.000.000	88,4%
2021	229	1.088.015.407	1.200.000.000	91%

Catatan : Jumlah pekerja adalah dari pekerja perbantuan dan pekerja organik PT PGAS Solution

Note: Total employees was generated from seconded employees and permanent employees of PT PGAS Solution.

Realisasi Pelaksanaan Pelatihan Tahun 2021

Training Implementation in 2021



Jenis Pelatihan Training Type	Jumlah Materi Material Amount	Total Peserta Participants
Workshop	6	166
Training	120	644
Sertifikasi Certification	39	109

* Pekerja yang sama dapat mengikuti lebih dari 1 pelatihan.

* An employee can attend more than 1 training.

Rekapitulasi Pelatihan per Satuan Kerja 2021

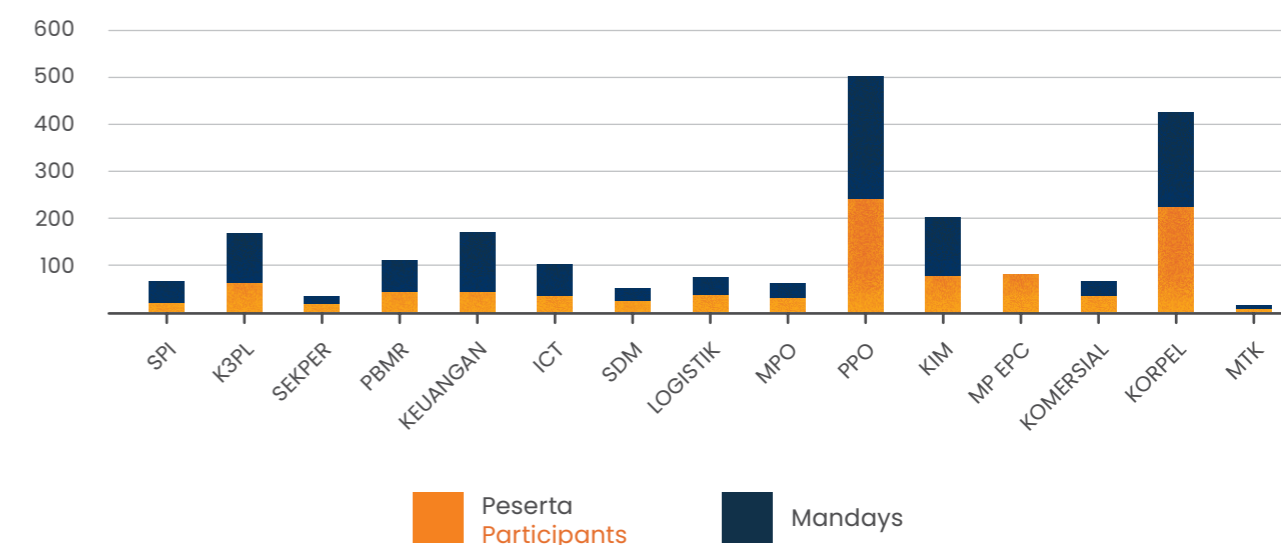
Training Recap per Work Unit in 2021



Satuan Kerja Work Unit	Peserta Participants	Mandays
SPI	19	66
K3PL	62	167
Sekper Corsec	16	35
PBMR	42	111
Keuangan Finance	43	169
ICT	34	101
SDM	23	50
Logistik Logistics	35	74
MPO	29	62
PPO	241	501
KIM	77	201
MP EPC	35	81
Komersial Commercial	33	66
Korpel	222	425
MTK (Manajemen Training & Keahlian)	6	14

Diklat (Pendidikan dan Pelatihan) 2021

Education & Training in 2021



SISTEM MANAJEMEN KINERJA PERFORMANCE MANAGEMENT SYSTEM

PGAS Solution menetapkan Sistem Manajemen Kinerja Individu (SMKI) yang merupakan dokumentasi pengelolaan kinerja dari setiap pekerja, yang ditujukan untuk menyelaraskan tujuan, strategi, dan program kerja Perseroan dengan sasaran kinerja masing-masing pekerja. SMKI memiliki tiga aspek utama yaitu, sasaran kinerja, sikap kerja dan aspek tambahan. Sasaran kinerja merupakan target hasil kerja yang akan dicapai setiap pekerja dalam suatu periode tertentu. Sikap kerja dinilai dari sikap pekerja dalam melaksanakan pekerjaannya yang meliputi kepemimpinan, perencanaan dan pengelolaan, pengetahuan kerja serta kerja sama. Sedangkan penilaian aspek tambahan dilakukan apabila pekerja mengerjakan tugas-tugas di luar tugas utamanya dan masih terkait dengan pencapaian tujuan perusahaan. Adapun pembobotan ketiga aspek tersebut sebagai berikut:

PGAS Solution establishes an Individual Performance Management System (SMKI), a documentation of the performance management of each employee and aimed at aligning the goals, strategies, and work programs of the Company with the performance targets of each employee. SMKI has three main aspects, namely, performance targets, work attitudes and additional aspects. Performance targets are work targets that should be achieved by each worker within a certain period. Work attitude is assessed from the attitude of workers in carrying out their work which includes leadership, planning and management, work knowledge and cooperation. Meanwhile, additional aspect assessment is carried out if the employee is doing tasks outside his main task and is still related to the achievement of company goals. The weighting of these three aspects is as follows:

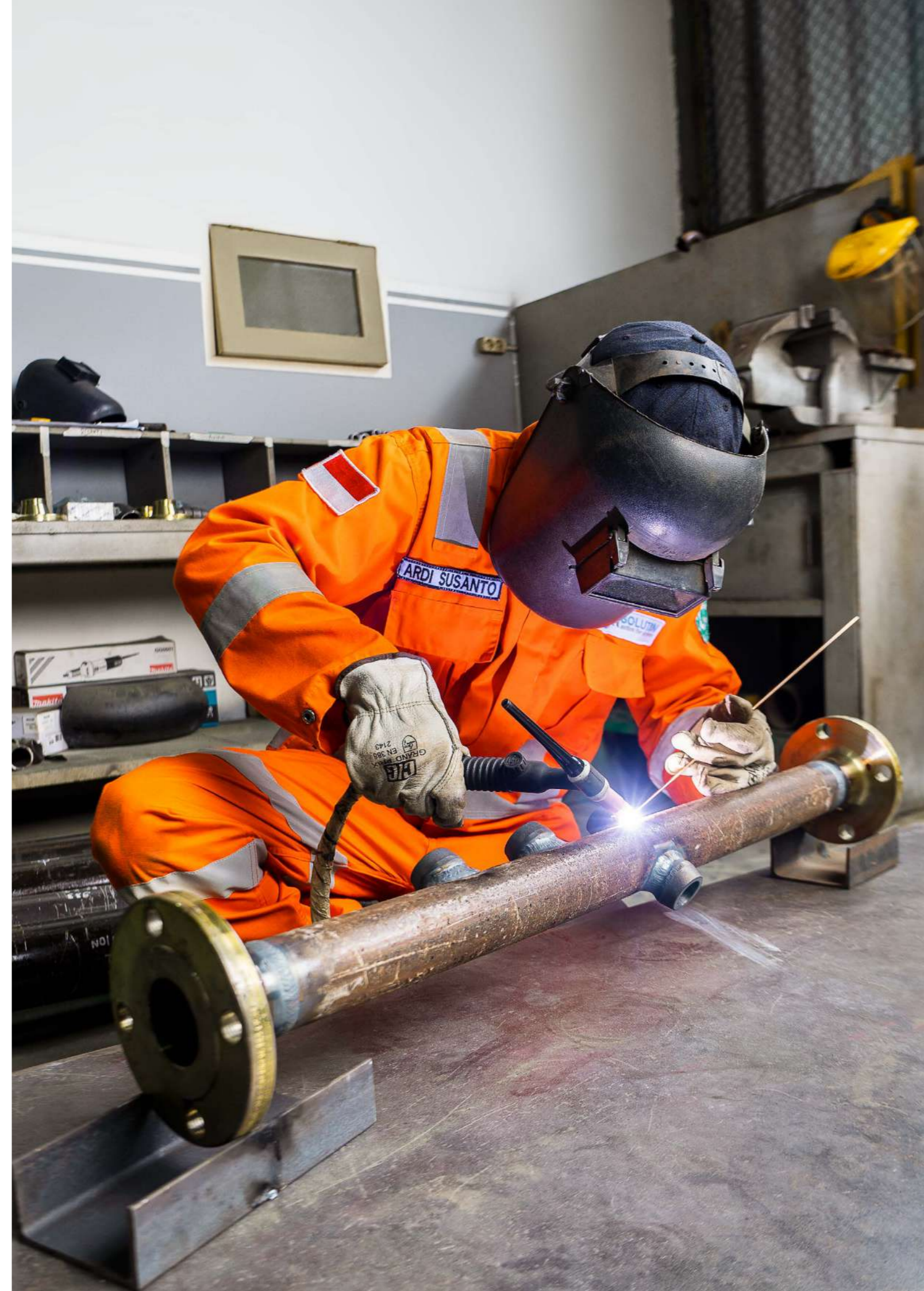
Aspek Penilaian Grading Aspects	Bobot Weight
Aspek Sasaran Kinerja Performance Target Aspect	80%
Aspek Area Pengembangan Development Area Aspect	10%
Aspek Budaya SOLUTION SOLUTION Culture Aspect	10%
Aspek Tambahan Additional Aspects	10%

Penyusunan SMKI dikerjakan pada awal tahun berjalan hingga akhir tahun. Penilaiannya dilakukan oleh atasan masing-masing pekerja pada awal tahun berikutnya. Hasil penilaiannya menjadi bahan pertimbangan perusahaan untuk menetapkan kebijakan seperti, *reward*, promosi, atau program lainnya terkait dengan pembinaan dan pengembangan pekerja.

Selain SMKI, pekerja juga membuat IDP (*Individual Development Plan*) yaitu rencana pengembangan diri setiap pekerja selama satu tahun, dan atas kesepakatan bersama atasannya, yang bertujuan untuk memenuhi gap kompetensi pekerja berdasarkan dari hasil asesmen kompetensi.

The SMKI creation process is carried out at the beginning of the current year until the end of the year. The assessment is carried out by the supervisor of each employee at the beginning of the following year. The results of the assessment are used as a factor for the Company to determine policies such as rewards, promotions, or other programs related to employee coaching and development.

In addition to the SMKI, workers also make an IDP (*Individual Development Plan*), which is a self-development plan for each employee for one year and agreed by their superiors, which aims to fill the competency gap of workers based on the results of a competency assessment.



HUBUNGAN INDUSTRIAL DI PGAS SOLUTION

INDUSTRIAL RELATIONS IN PGAS SOLUTION

Kebijakan pengelolaan Hubungan Industrial SDM di PGAS Solution mengacu pada:

1. Undang-undang Nomor 13 tahun 2003 tentang ketenagakerjaan.
2. Peraturan Perusahaan PGAS Solution tahun 2015 – 2018.
3. Surat Keputusan Direksi mengenai kebijakan bidang SDM di lingkungan PGAS Solution.

Survei Keterikatan Pekerja (*Survey Employee Engagement*) kembali dilaksanakan pada tanggal 10 November 2021, dengan hasil 4.33 dari target 4.30 meningkat dari tahun 2020 dengan hasil 4.3. Survei ini dilaksanakan untuk melihat efektivitas pengelolaan SDM yang terdiri dari aspek rekan kerja, kondisi kerja, kepemimpinan pekerja, kompensasi dan benefit, serta pengembangan karier pekerja.

Sejak tahun 2016, PGAS Solution telah membuka ruang komunikasi antara Perseroan dan Pekerja melalui LKS Bipartit, dan rutin dilaksanakan sekali dalam sebulan.

At PGAS Solution, HR Industrial Relations management policies refer to:

1. Law Number 13 of 2003 concerning Manpower.
2. PGAS Solution Company Regulations 2015 – 2018.
3. Board of Directors' Decree regarding HR policy within PGAS Solution.

The Employee Engagement Survey was again conducted on November 10, 2021, with a result of 4.33, higher from the 2020 baseline score and set target at 4.30. This survey was conducted to see the effectiveness of HR management which consists of aspects of colleagues, working conditions, employee leadership, compensation and benefits, as well as employee career development.

Since 2016, PGAS Solution has opened a communication space between the Company and Employees through the Bipartite LKS, and is routinely carried out once a month.

3.14

STRUKTUR DAN KOMPOSISI PEMEGANG SAHAM

SHAREHOLDERS STRUCTURE AND COMPOSITION

Pada akhir tahun 2021, terjadi transformasi penyalarsan antara subholding, yaitu PT Perusahaan Gas Negara Tbk, dengan PT Pertamina (Persero) sebagai holding, sehingga lahir identitas baru bernama PT Pertamina Gas Negara Tbk (PGN). Dengan demikian, kepemilikan saham PT PGAS Solution kini sepenuhnya berada di tangan PGN dan Yayasan Kesejahteraan Pegawai dan Pensiunan Gas Negara (YKPP), tanpa andil Dewan Komisaris maupun Direksi Perseroan. Berikut adalah rincian komposisi dan skemanya:

In the end of 2021, a balancing act between PT Perusahaan Gas Negara Tbk as a subholding and PT Pertamina (Persero) as a holding company was conducted as a part of transformation, which prompted the birth of PT Pertamina Gas Negara Tbk (PGN). Therefore, the share of PT PGAS Solution is now fully owned by PGN and National Gas Employees and Pensioners Welfare Foundation (YKPP), without any interference of the Board of Commissioners or Board of Directors. The share ownership composition and scheme is described below:





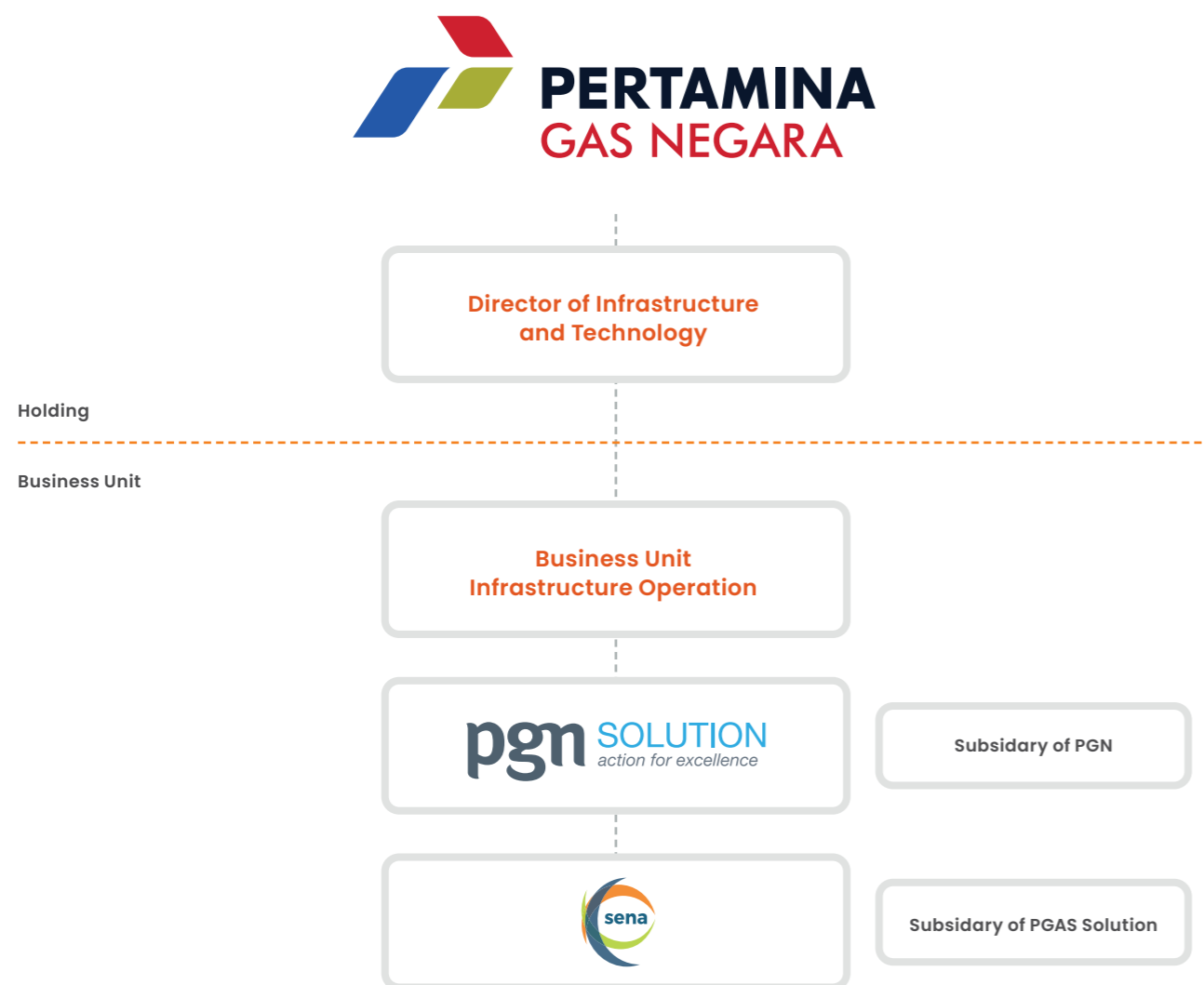
3.15

STRUKTUR GRUP PERSEROAN

COMPANY GROUP STRUCTURE

Sesuai dengan Surat Keputusan Direksi PT Perusahaan Gas Negara Tbk., Nomor: 014901.K/OT.OO/PDO/2015, tanggal 1 Oktober 2015, tentang Struktur Organisasi PT Perusahaan Gas Negara Tbk.

In accordance with the Decree of the Board of Directors of PT Perusahaan Gas Negara Tbk., Number: 014901.K/OT.OO/PDO/2015, dated October 1, 2015, regarding the Organizational Structure of PT Perusahaan Gas Negara Tbk, the Company structure is described in the diagram below:



3.16

DAFTAR ENTITAS ANAK DAN ENTITAS ASOSIASI

LIST OF SUBSIDIARIES AND ASSOCIATES

Informasi Entitas Anak dan Afiliasi

Information on Subsidiaries and Affiliates



Nama Perusahaan Company Name	PT Solusi Energy Nusantara	
Anak Perusahaan/Afiliasi Subsidiary/Affiliates	Entitas Anak	Subsidiary
Kepemilikan Saham Share Ownership	PT PGAS Solution: 99,9%	PT Permata Graha Nusantara: 0,1 %
Bidang Usaha Line of Business	Engineering, konsultasi, jasa	Engineering, consultancy, service
Profil Perusahaan Company Profile	Didirikan pada 20 April 2015, PT Solusi Energy Nusantara (SENA) menjalankan usaha di bidang <i>engineering</i> , konsultasi, jasa, serta kegiatan di bidang lainnya yang mendukung tumbuh kembang bisnis Perseroan. SENA diproyeksikan sebagai solusi setiap kegiatan <i>engineering</i> di Grup PGN.	Established on April 20, 2015, PT Solusi Energy Nusantara (SENA) operates in <i>engineering</i> , consultancy, service, and other areas that support business growth. SENA is projected to provide solution for every <i>engineering</i> project in the PGN Group.
Alamat Perusahaan Company's Address	Alamat sesuai NIB: Komplek Perkantoran PGN, Jalan K.H Zainul Arifin No. 20 Gedung C, Lantai 2, Jakarta Barat 11140 Telp: (021)-21191988 Web: www.pt-sena.co.id	Address according to NIB: PGN Office Complex, Jalan K.H Zainul Arifin No. 20 Building C, 2nd floor, West Jakarta 11140 Tel: (021)-21191988 Web: www.pt-sena.co.id
Status	Beroperasi	Operating



Nama Perusahaan Company Name	PT Saka Energi Indonesia	
Anak Perusahaan/Afiliasi Subsidiary/Affiliates	Afiliasi	Affiliate
Kepemilikan Saham Share Ownership	PT Perusahaan Gas Negara Tbk.: 99,997%	PT PGAS Solution 0,003%
Bidang Usaha Line of Business	Bidang hulu migas	Upstream oil and gas Business
Profil Perusahaan Company Profile	PT Saka Energi (SEI) didirikan pada tanggal 27 Juni 2011. Saat ini SEI mengelola 10 blok di Indonesia dan 1 blok <i>shale</i> gas di Amerika Serikat. SEI menjadi operator dengan kepemilikan <i>interest</i> sebesar 100% di Pangkah PSC, South Sesulu PSC dan Wokam II PSC.	PT Saka Energi (SEI) was established on June 27, 2011. SEI currently manages 10 blocks in Indonesia and 1 shale gas block in the USA. SEI is an operator with 100% interest ownership in Pangkah PSC, South Sesulu PSC and Wokam II PSC.
Alamat Perumahan Company's Address	The Energy Building 11th – 12th Floor Jl. Jend Sudirman Kav.52-53, SCBD, Jakarta 12190 Telp. +62 21 2995 1000 Email: contact.us@sakaenergi.com Web: www.sakaenergi.com	The Energy Building 11th – 12th Floor Jl. Jend Sudirman Kav.52-53, SCBD, Jakarta 12190 Telp. +62 21 2995 1000 Email: contact.us@sakaenergi.com Web: www.sakaenergi.com
Status	Beroperasi	Operating



Nama Perusahaan Company Name	PT Gagas Energi Indonesia	
Anak Perusahaan/Afiliasi Subsidiary/Affiliates	Afiliasi	Affiliate
Kepemilikan Saham Share Ownership	PT Perusahaan Gas Negara Tbk.: 99,9%	PT PGAS Solution: 0,1%
Bidang Usaha Line of Business	Bidang Hilir	Downstream Business
Profil Perusahaan Company Profile	PT Gagas Energi Indonesia (Gagas) didirikan pada tanggal 27 Juni 2011. Gagas menyediakan komoditi gas bumi yang berasal dari Perusda dan <i>secondary</i> market untuk kebutuhan listrik, industri, komersial, rumah tangga dan transportasi. Kebutuhan gas bumi untuk sektor rumah tangga, komersial dan industri dilayani dengan modal transportasi pipa gas, CNG, dan mini LNG. Sedangkan untuk melayani sektor transportasi, Gagag menyediakan Stasiun Pengisian Bahan Bakar Gas (SPBG) dan <i>Mobile Refueling Unit</i> (MRU), yang merupakan bentuk dukungan PGN terhadap program konversi BBM ke BBG.	PT Gagas Energi Indonesia (Gagas) was established on June 27, 2011. Gagas provides natural gas commodity from regional company and <i>secondary</i> market for electrical, industrial, commercial, household and transportation needs. Natural gas requirement for household, commercial and industrial are fulfilled through gas pipeline, CNG and Mini LNG transportation. To serve transportation sector, Gagag provides gas refueling station (SPBG) and <i>Mobile Refueling Unit</i> (MRU) to support PGN in its conversion program from oil fuel (BBM) to gas fuel (BBG).
Alamat Perumahan Company's Address	Kompleks PGN Gedung B, Lt.9 – 10 Jl. K.H. Zainul Arifin No.20 Jakarta 11140 Telp. +62 21 2907 1415 Email: contact.information@gagas.co.id Web: www.gagas.co.id	PGN Complex, Building B, 9th – 10th Floor. Jl. K.H. Zainul Arifin No.20 Jakarta 11140 Telp. +62 21 2907 1415 Email: contact.information@gagas.co.id Web: www.gagas.co.id
Status	Beroperasi	Operating



Nama Perusahaan Company Name	PT Permata Graha Nusantara	
Anak Perusahaan/Afiliasi Subsidiary/Affiliates	Afiliasi	Affiliate
Kepemilikan Saham Share Ownership	PT Perusahaan Gas Negara Tbk.: 99,99%	PT PGAS Solution: 0,05%
Bidang Usaha Line of Business	<ol style="list-style-type: none"> 1. Jasa Layanan <i>Facility Management</i> 2. Manajemen Aset 3. <i>Entrepreneurial Real Estate</i> 4. Bidang <i>real estate/developed</i> 5. Manajemen kearsipan 6. Melakukan kegiatan usaha lain dalam rangka pengembangan bisnis perseroan 	<ol style="list-style-type: none"> 1. Facility Management Services 2. Asset Management 3. Entrepreneur Real Estate 4. Real Estate/Developer 5. Other business activities supporting business development
Profil Perusahaan Company Profile	PT Permata Graha Nusantara (PERMATA) didirikan pada tanggal 24 April 2014 dan berperan untuk mendukung kegiatan usaha PGN yang semakin berkembang di bidang pengelolaan aset serta berperan memberikan kontribusi dalam penyediaan dan pengelolaan properti guna menunjang pengembangan infrastruktur PGN secara efisien dan profesional.	PT Permata Graha Nusantara (PERMATA) was established on April 24, 2014 to support PGN's growing business in asset management. In addition, to contribute to property provision and management in order to encourage effective and professional PGN infrastructure development.
Alamat Perusahaan Company's Address	Kompleks PGN Gedung B, Lt.8 Jl. K.H. Zainul Arifin No.20 Jakarta 11140 Telp. +62 21 634 0030 Web: www.pgnmas.co.id	PGN Complex, Building B, 8th Floor. Jl. K.H. Zainul Arifin No.20 Jakarta 11140 Telp. +62 21 634 0030 Web: www.pgnmas.co.id
Status	Beroperasi	Operating

ENTITAS ASOSIASI

ASSOCIATES

Sampai dengan tahun buku 2021, PGAS Solution tidak memiliki andil dalam perusahaan bersama maupun *Special Purpose Vehicle* (SPV). Informasi terkait Entitas Asosiasi yang meliputi nama, persentase kepemilikan, bidang usaha, dan status operasi tidak tersedia.

PT SOLUSI ENERGY NUSANTARA

Sampai dengan tahun buku 2021, PGAS Solution tidak memiliki andil dalam perusahaan bersama maupun *Special Purpose Vehicle* (SPV). Informasi terkait Entitas Asosiasi yang meliputi nama, persentase kepemilikan, bidang usaha, dan status operasi tidak tersedia.

1. Pelaksanaan Pekerjaan Survei dan Penelitian Teknis, antara lain:
 - a. *Onshore Geotechnical*
 - b. *GIS Mapping and Database*
 - c. *Topographic Survey*
 - d. *Boundary Survey*
 - e. *Route Survey*
 - f. *Staking Out*
 - g. *Aerial Photography services for Pipeline and Gas Facilities*
 - h. *ROV Survey*
 - i. *Bathymetry Survey*
 - j. *Pipeline Route Survey*
2. *Offshore Pipeline Survey (ROV, side scan sonar, echosounder, sub bottom profiler)*
3. Pelaksanaan Pekerjaan *Conceptual Study, Feasibility Study, Front End Engineering Design (FEED) dan Detail Engineering Design (DED)*. SENA memiliki keahlian menyusun dokumen *engineering design* yang mengacu pada *conceptual design* dari semua aspek *engineering* yang dibutuhkan, seperti bidang *pipeline*, mekanikal, elektrikal, geodetik, sipil, proses, *piping*, instrumentasi, dan telemetri.

Until the 2021 fiscal year, PGAS Solution does not have a stake in the joint company or the Special Purpose Vehicle (SPV). As such, information regarding Associated Entities, which includes name, percentage of ownership, line of business, and operating status is not available.

PT SOLUSI ENERGY NUSANTARA

Until the 2021 fiscal year, IPGAS Solution does not have a stake in the joint company or the Special Purpose Vehicle (SPV). As such, information regarding Associated Entities, which includes name, percentage of ownership, line of business, and operating status is not available.

1. Implementation of Technical Survey and Research Work, including:
 - a. *Onshore Geotechnical Work*
 - b. *GIS Mapping and Database*
 - c. *Topographic Survey*
 - d. *Boundary Survey*
 - e. *Route Survey*
 - f. *Staking Out*
 - g. *Aerial Photography services for Pipeline and Gas Facilities*
 - h. *ROV Survey*
 - i. *Bathymetry Survey*
 - j. *Pipeline Route Survey*
2. *Offshore Pipeline Survey (ROV, side scan sonar, echosounder, sub bottom profiler)*
3. Implementation of *Conceptual Study, Feasibility Study, Front End Engineering Design (FEED) and Detail Engineering Design (DED)*. SENA is an expert in compiling engineering design documents that refer to the conceptual design of all required engineering aspects, such as pipeline, mechanical, electrical, geodetic, civil, process, piping, instrumentation, and telemetry.

4. Pelaksanaan *Project Management Consultancy* dan Konsultasi Bidang Teknis Lainnya, antara lain:

- a. *Project Management Consultancy (PMC)*
- b. *Project Supervision*
- c. *Technical Assistance Services (TAS)*
- d. Studi/kajian di bidang Energi

5. Inspeksi dan Pengujian Teknis, *Commissioning* serta Pekerjaan pascaoperasi lainnya, antara lain:

- a. *Pipeline and Facility Inspection*
- b. *Pipeline & Facility Assessment*
- c. *Integrity Service*
- d. *Welding and Coating Inspection*
- e. *Intelligent Pigging*
- f. *Reliability Study*
- g. *Risk Assessment and Mitigation*
- h. *Material Inspection & Quality Control*
- i. *Commissioning Services*

SUSUNAN DEWAN KOMISARIS DAN DIREKSI PADA TAHUN 2021

Pada tahun 2021, terjadi perubahan susunan Dewan Komisaris dan juga susunan Direksi. Perubahan terjadi berdasarkan Keputusan Para Pemegang Saham Secara Sirkuler PT Solusi Energy Nusantara.

BERIKUT SUSUNAN DEWAN KOMISARIS DAN DIREKSI SENA SELAMA TAHUN 2021

Susunan Dewan Komisaris dan Direksi SENA:

4. Implementation of *Project Management Consultancy* and Consultation in Other Technical Fields, including:

- a. *Project Management Consultancy (PMC)*
- b. *Project Supervision*
- c. *Technical Assistance Services (TAS)*
- d. *Studies / Studies in the field of Energy*

5. *Technical Inspection and Testing, Commissioning* and other postoperative work, including:

- a. *Pipeline and Facility Inspection*
- b. *Pipeline & Facility Assessment*
- c. *Integrity Service*
- d. *Welding and Coating Inspection*
- e. *Intelligent Pigging*
- f. *Reliability Study*
- g. *Risk Assessment and Mitigation*
- h. *Material Inspection & Quality Control*
- i. *Commissioning Services*

COMPOSITION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS IN 2021

In 2021, based on the Circular Decision of the Shareholders of PT Solusi Energy Nusantara, the composition of the Board of Commissioners and the Board of Directors has changed.

THE FOLLOWING IS THE STRUCTURE OF BOARD OF COMMISSIONERS AND DIRECTORS OF PT SENA IN 2021

Board of Commissioners and Directors of SENA are composed by these following members:

Dewan Komisaris Board of Commissioners

Raka Haryo Indro

Hari Paratoyo

I Ktut Hadi Priatna

Jabatan Position

Komisaris Utama
President Commissioner

Komisaris
Commissioner

Komisaris
Commissioner

Direksi Board of Directors

Ibnu Asturrachman

Per tanggal 1 Oktober 2021 berdasarkan Keputusan Para Pemegang Saham Secara Sirkuler PT Solusi Energy Nusantara Nomor: 033800.K/OT.05.00/Dirut/2021 tanggal 29 September 2021 dan Nomor: 025500.K/OT.05.00/Dirut/2021 tanggal 23 Juli 2021, susunan Dewan Komisaris dan Direksi SENA adalah:

Jabatan Position

Direktur Perseroan
President Director

As of October 1, 2021 based on Circular Decision of the Shareholders of PT Solusi Energy Nusantara Number: 033800.K/OT.05.00/Dirut/2021 dated September 29, 2021 and Number: 025500.K/OT.05.00/Direktor/2021 dated July 23 2021, the composition of the Board of Commissioners and Board of Directors of SENA are:

Dewan Komisaris Board of Commissioners

Sudjono Suhardjo

M. Syihabuddin

Jabatan Position

Komisaris Utama
President Commissioner

Komisaris
Commissioner

Direksi Board of Directors

Fuad Hasyim

Suhartawan Bambang Katri

Jabatan Position

Direktur Utama
President Director

Direktur Teknik dan Komersial
Director of Engineering and Commercial

3.17

KRONOLOGIS PENCATATAN SAHAM SHARELISTING CHRONOLOGY

Sampai dengan tahun buku 2021, PGAS Solution belum pernah mencatatkan sahamnya di bursa. Informasi kronologi pencatatan, jenis tindakan korporasi (*corporate action*), perubahan jumlah saham, maupun nama bursa tidak tersedia.

As of the 2021 fiscal year, PGAS Solution has never been listed in the Stock Exchange. As such, other information such as listing chronology, types of corporate actions, changes of stock amount, and stock exchange names are not available.

3.18

KRONOLOGI PENCATATAN EFEK LAINNYA CHRONOLOGY OF OTHER SECURITIES LISTINGS

Sampai dengan tahun buku 2021, PGAS Solution belum pernah mencatatkan efek lainnya di Bursa Efek. Informasi seperti kronologi pencatatan, jenis tindakan korporasi, perubahan jumlah efek, nama bursa, maupun peringkat efek, tidak tersedia.

As of the 2021 fiscal year, PGAS Solution has never been listing any other types of securities in the Stock Exchange. As such, other information such as listing chronology, types of corporate actions, changes of stock amount, stock exchange names, and stock rankings are not available.

3.19

LEMBAGA PROFESI PENUNJANG PERUSAHAAN SUPPORTING PROFESSIONAL INSTITUTIONS

Lembaga Profesi Professional Institution	Nama Lembaga Institution Name	Alamat Address
Konsultan Hukum Law Consultant	1. A.M Oktarina Counsellors At Law 2. Drawy & Droit Law Office	1. Kemang Point Bldg, 3rd Fl. Unit III-02 Jl. Kemang Raya No. 3, Bangka Mampang Prapatan, Jakarta Selatan 12730 Kemang Raya St. No. 3, Bangka Mampang Prapatan, South Jakarta 12730 Tel: 021-719360 2. Gedung DU Center Lt.3 Jl. Karet Pedurenan No. 53, Karet Kuningan, Setiabudi, Jakarta Selatan 12940 DU Center Building 3rd Floor, Karet Pedurenan St. No. 53, Karet Kuningan, Setiabudi, South Jakarta 12940 Tel: 021-2524647
Kantor Akuntan Publik Public Accountant Firm	Tanudiredja, Wibisana, Rintis & Rekan	Plaza 89 Jl. H.R Rasuna Said Kav. X-7 No. 6 Jakarta 12940- Indonesia PO BOX 2473 JKP 10001 H.R Rasuna Said St. Kav. X-7 No. 6 Jakarta 12940- Indonesia PO BOX 2473 JKP 10001 Telp: 021-5212901 Fax: 021-52905555
Notaris Notary	Vincent Sugeng Fajar S.H., M.Kn.	Jl. K.H. Zainul Arifin No. 7-H, Jakarta Pusat 10130 K.H. Zainul Arifin St. No. 7-H, Central Jakarta 10130 Telp: 021-6336646

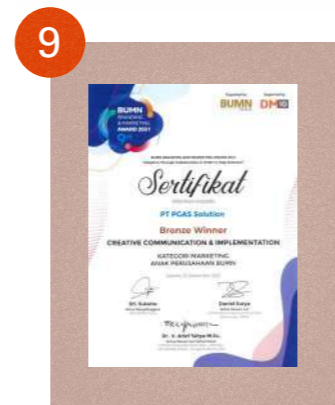
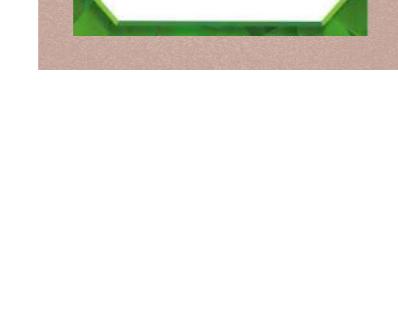
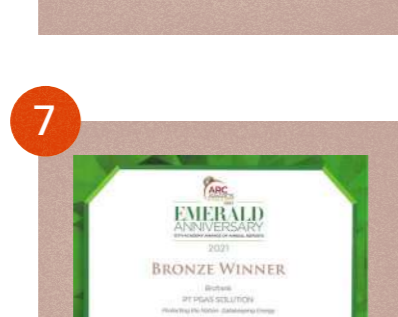
3.20

PENGHARGAAN DAN SERTIFIKASI 2021

AWARDS AND CERTIFICATION IN 2021

PENGHARGAAN

AWARDS



No.	Penghargaan Awards	Tanggal Penerimaan Acquisition Date	Pemberi Giver
1	Annual Report Award Technical Achievement Award		LACP
2	Annual Report Award Top 10 Indonesian Reports		LACP
3	Annual Report Award Silver Awards		LACP
4	P2HIV-AIDS Platinum	22 April 2021 April 22, 2021	Menteri Tenaga Kerja Minister of Manpower
5	P2COVID-19 Platinum	22 April 2021 April 22, 2021	Menteri Tenaga Kerja Minister of Manpower
6	Zero Accident Award	22 April 2021 April 22, 2021	Menteri Tenaga Kerja Minister of Manpower
7	Annual Report Award Bronze Winner	13 Agustus 2021 August 13, 2021	ARC AWARDS
8	Miss K3 Awards Juara 2 dan Juara 3 2nd place and 3rd place	21 September 2021 September 21, 2021	Dinas Tenaga Kerja Pemprov DKI Jakarta Jakarta Provincial Government Manpower Office
9	BUMN Branding & Marketing 2021 Bronze Winner - Creative Communication & Implementastion	15 Desember 2021 December 15, 2021	BUMN Track
10	IDA Awards	2021	IDA Award 2021

**SERTIFIKAT
CERTIFICATION**

1



**ISO 21500:2021
Project Management**

Tanggal Perolehan / Acquisition Date:
28 Desember 2021 / December 28, 2021

Pemberi / Giver:
CBQA Global

Masa Berlaku / Validity Period:
27 Desember 2024 / December 27, 2024

2



SK Penunjukan Perusahaan Jasa Keselamatan dan Kesehatan Kerja Direktur Jenderal Pembinaan Pengawasan Ketenagakerjaan dan K3

Decree of Appointment of Occupational Safety and Health Service Company Director General of Labor Inspection and OHS

Tanggal Perolehan / Acquisition Date:
6 September 2021 / September 6, 2021

Pemberi / Giver:
**Kementerian Ketenagakerjaan Republik Indonesia
Ministry of Manpower of the Republic of Indonesia**

Masa Berlaku / Validity Period:
6 September 2023 / September 6, 2021

3



**ISO 14001:2015
Environmental Management System**

Tanggal Perolehan / Acquisition Date:
31 Oktober 2019 / October 31, 2019

Pemberi / Giver:
SAI Global

Masa Berlaku / Validity Period:
26 Desember 2022 / December 26, 2022

4



**ISO 45001:2018
Occupational Health & Safety Management System**

Tanggal Perolehan / Acquisition Date:
13 November 2019 / November 13, 2019

Pemberi / Giver:
SAI Global

Masa Berlaku / Validity Period:
26 Desember 2022 / December 26, 2022

5



**ISO 9001:2015
Quality Management System**

Tanggal Perolehan / Acquisition Date:
26 November 2020 / November 26, 2020

Pemberi / Giver:
SAI Global

Masa Berlaku / Validity Period:
3 Desember 2023 / December 3, 2023

6



**Sistem Manajemen Keselamatan dan Kesehatan Kerja
Management System of Safety and Healthy Work**

Tanggal Perolehan / Acquisition Date:
17 September 2020 / September 17, 2020

Pemberi / Giver:
**Kementerian Ketenagakerjaan Republik Indonesia
Ministry of Manpower of the Republic of Indonesia**

Masa Berlaku / Validity Period:
17 September 2023 / September 17, 2023



ANALISIS DAN PEMBAHASAN MANAJEMEN

ANALYSIS AND MANAGEMENT DISCUSSION

04

ANALISIS PROFITABILITAS
PER SEGMENT
PROFITABILITY ANALYSIS
PER DIVISION

ANALISIS KINERJA KEUANGAN
FINANCIAL PERFORMANCE ANALYSIS

STRUKTUR MODAL
CAPITAL STRUCTURE

KEBIJAKAN DIVIDEN
DIVIDEND POLICY

4.1

ANALISIS KINERJA OPERASI PER SEGMENT

OPERATIONAL PERFORMANCE ANALYSIS PER SEGMENT

Program vaksinasi dan penerapan protokol kesehatan di setiap kegiatan sukses menekan pertumbuhan Covid-19. Perlahan industri mulai bangkit, ragam sektor ekonomi mulai melaju, dan sektor energi kembali bergelora.

Perekonomian Indonesia di tahun 2021 menunjukkan angka-angka pertumbuhan yang mulai terlihat di triwulan kedua, ketiga, dan keempat. Secara keseluruhan, pada tahun 2021, perekonomian Indonesia tumbuh 3,69% (berdasarkan data BPS).

Sejalan dengan membaiknya kondisi ekonomi, PGAS Solution selaku penyedia jasa yang berfokus pada teknis dan operasional aspek di bidang gas turut merasakan dampaknya. Tercatat dalam tahun 2021, pendapatan Perseroan bertambah dan memberikan efek nilai positif dalam neraca keuangan.

Selama pandemi ini, PGAS Solution tetap mematuhi protokol kesehatan di setiap aktivitas usahanya, dan berkomitmen penuh dalam memenuhi *Service Level Agreement* (SLA) 100%. Menguatkan sinergi antar divisi dan mitra kerja, PGAS Solution optimis mampu memberikan kontribusi lebih dalam menyebarkan energi baik ke pelosok negeri.

TINJAUAN OPERASI PER SEGMENT USAHA

OPERATIONAL REVIEW PER BUSINESS SEGMENT

Tiga bidang usaha utama PGAS Solution yaitu, O&M, EPC, dan Supply Chain menjadi penyumbang utama pendapatan Perseroan. Satu lagi bidang usaha yang juga berkontribusi adalah TUK Training Center yang memberikan pelatihan dan sertifikasi kepada para pekerja di industri gas bumi.

The vaccination program and the implementation of health protocols in every activity have contributed to the success in suppressing the growth of Covid-19. Following this trend, the industry began to recover, various economic sectors began to accelerate, and the energy sector returned to life.

Indonesian economy started to recover in the second, third, and fourth quarters of 2021. Overall, in 2021, the Indonesian economy grew by 3.69% (based on BPS data).

As a service provider that focuses on technical and operational aspects in the gas sector, PGAS Solution also feels the impact of the recovering economy. It was recorded that in 2021, the performance of every business segment inside the Company grew and showed a positive value effect on the balance sheet.

During this pandemic, PGAS Solution continues to comply with health protocols in all of its business activities. The Company is also fully committed to comply to and achieve 100% Service Level Agreement (SLA). By strengthening the synergy between divisions and work partners, PGAS Solution is optimistic that it will be able to contribute more in spreading good energy to remote areas of the country.

The three main business fields of PGAS Solution, which are O&M, EPC, and Supply Chain contributed the most revenue to the Company. Another business sector that also contributes to the revenue is the TUK Training Center which provides training and certification to workers in the natural gas industry.

Profitabilitas Per Segmen Usaha
Profitability per Business Segment(miliar Rupiah)
(billion IDR)

O&M

Uraian Description	2017	2018	2019	2020	2021
Pendapatan Netto Net Profit	866,55	789,20	743,30	655,89	622,80
Beban Segmen Segment Expenses	625,58	623,48	608,76	529,96	497,08
Laba Segmen Segment Profit	240,97	165,71	134,53	125,92	125,71

EPC

Uraian Description	2017	2018	2019	2020	2021
Pendapatan Netto Net Profit	913,75	705,74	1.248,83	633,62	1.468,57
Beban Segmen Segment Expenses	772,75	621,37	1.146,47	617,52	1.333,90
Laba Segmen Segment Profit	140,99	84,36	102,36	16,10	134,60

SUPPLY CHAIN

Uraian Description	2017	2018	2019	2020	2021
Pendapatan Netto Net Profit	143,63	64,92	98,27	132,49	62,23
Beban Segmen Segment Expenses	121,68	57,43	71,52	90,56	52,37
Laba Segmen Segment Profit	21,95	6,48	26,74	41,93	9,86

ENGINEERING

Uraian Description	2017	2018	2019	2020	2021
Pendapatan Netto Net Profit	97,04	64,43	128,62	61,18	62,01
Beban Segmen Segment Expenses	74,82	42,10	103,32	54,52	49,59
Laba Segmen Segment Profit	22,21	22,33	25,30	6,66	12,41

SEGMENT USAHA OPERASI DAN PEMELIHARAAN (O&M) OPERATION & MAINTENANCE BUSINESS SEGMENT

Gerak langkah divisi O&M di masa pandemi tetap terjaga dengan mengedepankan protokol kesehatan. Pemenuhan permintaan pelanggan selama tahun 2021 mampu diselesaikan dengan nilai SLA yang dicapai sebesar 99,65%

Program berjadwal dalam peningkatan kualitas SDM, sertifikasi *Engineer* dan teknisi baik nasional dan internasional dilaksanakan dalam payung protokol kesehatan. Divisi O&M perlahan dan pasti menyiapkan diri untuk masuk dalam pasar internasional dalam 3 tahun ke depan.

KINERJA OPERASI SEGMENT USAHA O&M

Segment usaha O&M PGAS Solution berada di bawah naungan Direktorat Operasi, yang dibagi menjadi 3 divisi:

1. Divisi Pelaksana Proyek Operasi
2. Divisi Manajemen Proyek Operasi
3. Divisi Kalibrasi, Manufaktur, dan Pergudangan

Usaha di bidang O&M berupa pemeliharaan dan pengelolaan aset-aset milik Grup PGN seperti pipa gas dan seluruh fasilitasnya (internal), serta proyek-proyek di luar Grup PGN (eksternal).

The operational activity of the O&M division during the pandemic is maintained by prioritizing health protocols. The division was able to fulfill customer requests during 2021 with an SLA value achieved of 99.65%

Scheduled programs to improve the quality of human resources, including certification of engineers and technicians both nationally and internationally are carried out under the umbrella of health protocols. The O&M Division is slowly and surely preparing to enter the international market within the next 3 years.

O&M BUSINESS SEGMENT OPERATION PERFORMANCE

PGAS Solution's O&M business segment is structurally located under Operations Directorate, which is divided into 3 divisions:

1. Operations Project Implementing Division
2. Operations Project Management Division
3. Calibration, Manufacturing and Warehousing Division

The O&M sector's business activities are mainly in the form of maintaining and managing assets belonging to the PGN Group such as gas pipelines and all facilities (internal), as well as projects outside the PGN Group (external).

1. Proyek Internal

1.1. Pekerjaan Manajemen Aset dan Reliabilitas Infrastruktur Operasi dan Sistem Manajemen Gas (MARIO SIMAG) Business Unit Infrastructure (BUI) PGN memulai kerja sama dengan PGAS Solution sejak tahun 2016 yang kemudian ditindaklanjuti pada 29 Desember 2017 dengan ditandatangani perjanjian pekerjaan MARIO SIMAG.

Lingkup pekerjaan MARIO antara lain, operasi dan pemeliharaan serta perbaikan infrastruktur jaringan pipa gas dan fasilitasnya, penyelesaian tagihan, penanganan gangguan, pekerjaan *inventory*, HSSE, pemeliharaan aset penunjang infrastruktur, perizinan dan sewa-menyewa lahan, survei, verifikasi, validasi dan sinkronisasi data jaringan pipa serta fasilitasnya, dan lain sebagainya.

Kerja sama Sistem Manajemen Gas (SIMAG) terbagi menjadi dua pekerjaan utama, yaitu *Gas Measurement & Integration System (GaMIS)* dan *Jasa Analisis Komposisi Gas dengan Gas Chromatography (GC) Online*. Pekerjaan GaMIS antara lain ialah pencatatan manual meter pelanggan, penyediaan fasilitas EVC pencatatan otomatis ke server PGN, dan lain sebagainya. Sementara jenis pekerjaan jasa analisis komposisi gas GC antara lain menyediakan peralatan dan O&M gas *chromatography online*.

1. Internal Project

1.1. Asset Management and Operational Infrastructure Reliability Work and Gas Management System (MARIO SIMAG)

PGN's Business Unit Infrastructure (BUI) started cooperation with PGAS Solution in 2016, and was formally ratified on December 29, 2017 with the signing of the MARIO SIMAG work agreement.

MARIO's scope of work includes, among others, operation and maintenance and repair of gas pipeline infrastructure and its facilities, bill settlement, disturbance handling, inventory work, HSSE, maintenance of assets that support the infrastructure, land licensing and rent, surveys, verification, validation, and synchronization of network data. pipes and facilities, and other related miscellaneous works.

The Gas Management System (SIMAG) cooperation is divided into two main jobs: *Gas Measurement & Integration System (GaMIS)* and *Gas Composition Analysis Services with Online Gas Chromatography (GC)*. GaMIS' work scope includes manual recording of customer meters, provision of EVC facilities for automatic recording to PGN's servers, and various other supporting work. Meanwhile, the types of work conducted by GC gas composition analysis services include providing equipment and O&M online gas chromatography.

Pemeliharaan Jaringan dan Fasilitas MARIO SIMAG

MARIO SIMAG's Network & Facility Maintenance



No.	Aset Jaringan Distribusi Distribution Network Asset	Satuan Unit	Jumlah Amount
1	Offtake & Bulk Customer	Unit	25
2	Jaringan Pipa Gas Gas Pipeline Network	Km	5.819
3	Jaringan Pipa Gas Gas Pipeline Network	Unit	8.439
4	Jaringan Pipa Gas Gas Pipeline Network	Unit	6.097
5	Jaringan Pipa Gas Gas Pipeline Network	Unit	459
6	Laba Segmen Segment Profit	Pelanggan Customers	1.860

Aset Pekerjaan SIMAG

SIMAG's Work Asset



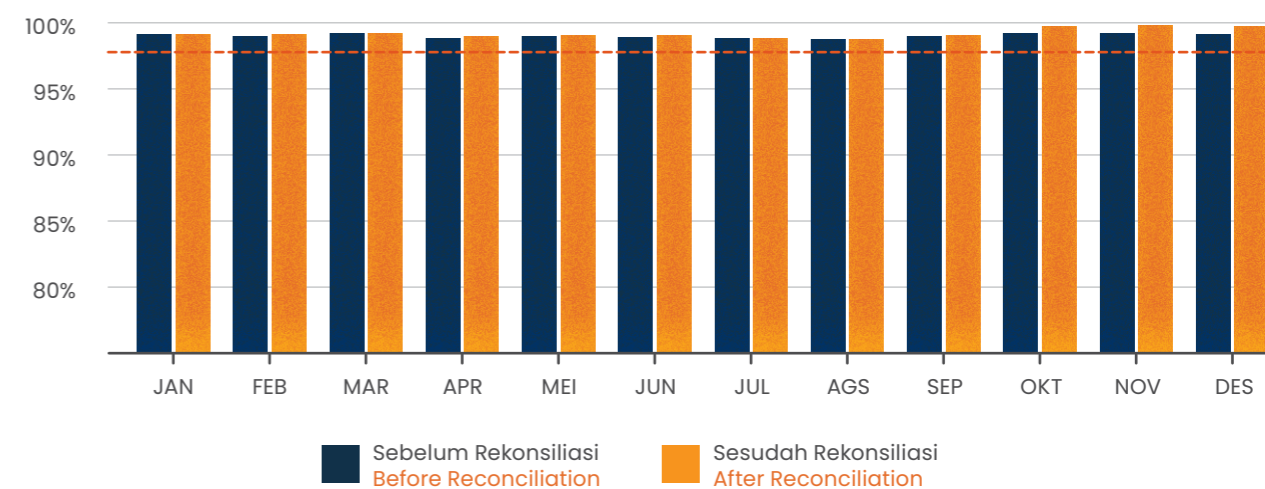
No.	Lingkup Pekerjaan Work Scope	Satuan Unit	Jumlah Amount
1	Pelanggan Rumah Tangga dan Pelanggan Kecil (PSI) Householed Customers and Small-sized Customers	Pelanggan Customers	115.189
2	Pelanggan Industri dan Komersial Industrial and Commercial Customer	Pelanggan Customers	2.327
3	Penyediaan Sewa EVC EVC Lease Provision	Unit	1.541
4	AMR	Unit	1.739,484
5	Sewa Meter oleh PT PGN Meter Lease by PT PGN	Unit	1.239
6	Penyediaan Data Bulk Customer Bulk Customer Data Provision	Station Bulk	*Berbentuk laporan
7	Gas Chromatograph	Unit	10

Pencapaian SLA Kontrak MARIO SIMAG

Achievement of MARIO SIMAG's Contract SLA



Bulan Month	Sebelum Rekonsiliasi Before Reconciliation	Sesudah Rekonsiliasi After Reconciliation	Target Target
Januari January	99,52%	99,53%	98%
Februari February	99,42%	99,52%	98%
Maret March	99,55%	99,55%	98%
April April	99,33%	99,42%	98%
Mei May	99,40%	99,47%	98%
Juni June	99,38%	99,46%	98%
Juli July	99,29%	99,31%	98%
Agustus August	99,25%	99,27%	98%
September September	99,42%	99,44%	98%
Oktober October	99,57%	99,92%	98%
November November	99,54%	99,93%	98%
Desember December	99,49%	99,88%	98%



1.2 Pekerjaan Pengoperasian dan Pemeliharaan Fasilitas Penyalur Gas Kepodang – Tambak Lorok PT Kalimantan Jawa Gas (KJG)

Pekerjaan yang dilakukan meliputi jaringan pipa *onshore*, jaringan pipa *onshore offshore*, serta operasi dan pemeliharaan stasiun. Pekerjaan ini untuk mendukung KJG sebagai *prudent operator* yang senantiasa menjaga keandalan operasi jaringan pipa transmisi, tercapainya *zero accident*, dan terselenggaranya kegiatan operasi dan pemeliharaan yang berkesinambungan. Pencapaian SLA untuk KJG di tahun 2021 adalah sebesar 100%

1.3 Pengoperasian dan Pemeliharaan Jaringan Pipa Gas Rumah Tangga (JARGAS)

Sudah lebih dari 500 ribu sambungan rumah tangga yang teraliri gas bumi dari target Pemerintah 4 juta SR di tahun 2024 nanti. PGAS Solution bersama Unit Layanan Jargas PGN turut andil dalam membangun, mengoperasikan, dan memelihara Jargas yang ada di 18 area operasional mulai dari Medan, Sumatra Utara hingga Sorong, Papua. SLA yang tercapai di tahun 2021 ini sebesar 100%

1.4 Pekerjaan Penyediaan Jasa Pengoperasian dan Pemeliharaan Mooring, Jaringan Pipa Offshore dan Onshore Receiving Facilities, PT PGN LNG Indonesia

Berdasarkan kontrak kerja sama PGN dan PT PGN LNG Indonesia, penyediaan jasa operasi dan pemeliharaan fasilitas dan jaringan ini meliputi *Onshore Receiving Facilities* Labuhan Maringgai, *Nearshore Labuhan Maringgai*, dan 21 kilometer *Offshore Pipeline* sampai ke Tower Yoke. Pencapaian SLA untuk PT PGN LNG di tahun 2021 tercatat sebesar 100%

1.2 Operation and Maintenance of Kepodang Gas Distribution Facility – Tambak Lorok PT Kalimantan Jawa Gas (KJG)

The work carried out in this project includes onshore pipelines, onshore offshore pipelines, as well as station operation and maintenance. This work was done as a part of the larger goal to support KJG as a prudent operator who always maintains the reliability of the transmission pipeline network operation, achieves zero accidents, and carries out continuous operation and maintenance activities. KJG achieved 100% SLA compliance in 2021.

1.3 Operation and Maintenance of Household Gas Pipeline Network (JARGAS)

More than 500 thousand household connections have been supplied with natural gas, and this work unit is marching to fulfill the Government's target of 4 million SR in 2024. PGAS Solution together with PGN's Jargas Service Unit took part in building, operating, and maintaining existing gas lines in 18 operational areas, from Medan, North Sumatra to Sorong, Papua. On this project, the SLA achieved in 2021 is 100%.

1.4 Operation and Maintenance Services for Mooring, Offshore Pipelines and Onshore Receiving Facilities, PT PGN LNG Indonesia

Based on the cooperation contract between PGN and PT PGN LNG Indonesia, the provision of operation and maintenance services for these facilities and networks include the Onshore Receiving Facilities in Labuhan Maringgai, Nearshore Labuhan Maringgai, and the 21-kilometer Offshore Pipeline reaching up to Tower Yoke. On this project, the SLA achievement in 2021 was recorded at 100%.

2. Proyek Eksternal

2.1 Pekerjaan POMA Pipeline Maintenance Service di Kalimantan Timur

Pekerjaan POMA Pipeline Maintenance Services merupakan kontrak kerja sama Operasi dan Pemeliharaan Pipa Gas sepanjang 840 Km dengan total ROW sepanjang 122 Km di Wilayah Kalimantan Timur meliputi area Senipah, Handil, Kutai Lama, Badak, Santan dan Bontang. Kontrak Kerjasama ini terdiri dari 7 perusahaan, yaitu PT Pertamina Hulu Mahakam (as a Leader), PT Pertamina Hulu Sanga-Sanga (as site coordinator), PT Badak Natural Gas Liquefaction, PT Pertamina Gas, Chevron Makassar Ltd., PT Pertamina Hulu Mahakam Timur, dan ENI Muara Bakau. Kontrak kerjasama selama 2 tahun, mulai dari 8 Februari 2020 s.d 7 Februari 2022, namun berakhir lebih awal pada 19 Januari 2022 dikarenakan nilai kontrak telah habis lebih awal.

2.2 Pekerjaan Pembangunan, Pengelolaan, dan Penyerahan Tanah, Instalasi dan Peralatan Pengguna Gas Bumi di Cement Mill Dumai

PT Semen Padang menunjuk PT PGAS Solution untuk melakukan pekerjaan jasa konversi bahan bakar solar menjadi gas bumi di cement mill dumai. Skema kerjasama adalah BOT (*Built, Own, Transfer*) selama 5 tahun dengan nilai kontrak 48,3 M.

2.3 Pembangunan, Pengelolaan dan Penyerahan (*Build, Operate, Transfer*) Jaringan Pipa Instalasi Gas Bumi PT Trimulia Warnajaya

Sehubungan dengan adanya pengembangan bisnis PT PGAS Solution dalam rantai bisnis infrastruktur gas bumi, PGAS Solution telah melakukan perjanjian dengan PT Trimulya Warna Jaya untuk melakukan pekerjaan pembangunan, pengelolaan dan penyerahan jaringan pipa instalasi gas bumi, yang bertujuan

2. External Project

2.1 POMA Pipeline Maintenance Service Work in East Kalimantan

The POMA Pipeline Maintenance Services work is a gas pipeline operation and maintenance cooperation contract for a 840 km-long gas pipe with a total ROW of 122 km in the East Kalimantan Region covering the Senipah, Handil, Kutai Lama, Badak, Santan and Bontang areas. This Cooperation Contract consists of 7 companies, namely PT Pertamina Hulu Mahakam (as a Leader), PT Pertamina Hulu Sanga-Sanga (as site coordinator), PT Badak Natural Gas Liquefaction, PT Pertamina Gas, Chevron Makassar Ltd., PT Pertamina Hulu East Mahakam, and ENI Muara Bakau. Originally the cooperation contract was signed for 2 years, starting from February 8, 2020 until February 7, 2022, but the contract ended early on January 19, 2022 because the contract value has been exhausted.

2.2 Construction, Management and Handover of Land, Installation and Equipment for Natural Gas Users at Cement Mill Dumai

PT Semen Padang appointed PT PGAS Solution to work on converting diesel fuel into natural gas at the Dumai cement mill. The cooperation scheme is BOT (*Built, Own, Transfer*) with a contract length of 5 years and a contract value of IDR48.3 billion.

2.3 Construction, Management and Delivery (*Build, Operate, Transfer*) of PT Trimulia Warnajaya Natural Gas Installation Pipeline Network

In conjunction with the business development of PT PGAS Solution in the natural gas infrastructure business chain, PGAS Solution has entered into an agreement with PT Trimulya Warna Jaya to carry out the construction, management and delivery of the natural gas installation pipeline network. The aim of is project is to

Agar PT Trimulia dapat memanfaatkan energi baik dari PGN dan PGN Solution dapat melakukan pembangunan dan pemeliharaan selama masa kontrak.

2.4 Pekerjaan Waste Handling dalam Project Intelligent Pigging untuk Area Grissik – Duri 28” Pipeline

Pekerjaan ini adalah untuk melakukan (*Intelligent Pigging with Crack Detection Technology*), PT Transportasi Gas Indonesia dan menyediakan pekerja, peralatan dan material untuk *Waste Handling Project*.

2.5 Pekerjaan Supporting Wasting-Handling, Transportasi dan Workshop pada Grissik – Singapore Pipeline Crack Inspection and Assessment

Pekerjaan ini adalah melakukan *Intelligent Pigging with Crack Detection Technology* untuk PT Transportasi Gas Indonesia, dan menyediakan pekerja, peralatan dan material untuk *Waste Handling Project*.

2.6 Gabungan Pekerjaan Eksternal lainnya di Area Operasi Tahun 2021

Terdapat 50 Pekerjaan dengan nilai 3,88 M tersebar di Area Operasi

PENDAPATAN OPERASI SEGMENT USAHA O&M

Realisasi pendapatan segmen usaha O&M di sepanjang tahun 2021 mengalami penurunan. Tercatat penjualan sebesar Rp678,63 miliar, dengan jumlah proyek dari internal grup sejumlah 383 proyek dan dari eksternal sejumlah 55 proyek. Nilai pendapatan tahun 2021 turun sebesar Rp33,09 miliar dari tahun 2020.

allow PT Trimulia to utilize energy from both PGN and PGN Solution, and to carry out construction and maintenance during the contract period.

2.4 Waste Handling Work in Intelligent Pigging Project for Grissik – Duri 28” Pipeline

This job is to conduct *Intelligent Pigging with Crack Detection Technology* for PT Transportasi Gas Indonesia and to provide workers, equipment and materials for the *Waste Handling Project*.

2.5 Supporting Wasting-Handling, Transportation and Workshop Works at Grissik – Singapore Pipeline Crack Inspection and Assessment

This job is to carry out *Intelligent Pigging with Crack Detection Technology* for PT Transportasi Gas Indonesia, and provide workers, equipment and materials for the *Waste Handling Project*.

2.6 Other Combined External Jobs in the Area of Operations 2021

There are 50 jobs with a value of IDR3.88 billion spread across the Operations Area

O&M BUSINESS SEGMENT OPERATING REVENUE

The O&M business segment throughout 2021 recorded a decrease, with recorded sales of IDR678.63 billion, from a total of 383 projects from the internal group and 55 external projects. The revenue in 2021 decreased by IDR33.09 billion from 2020.

Proyek O&M

Keterangan Description	2017	2018	2019	2020	2021
Jumlah Proyek Total Projects	84	512	501	319	438
Jumlah Pendapatan (miliar rupiah) Total Revenue (billion IDR)	866,55	789,20	743,29	655,89	622,80

SEGMENT USAHA EPC

EPC BUSINESS SEGMENT

Adaptasi terhadap situasi *new normal* sepanjang pandemi hingga di tahun 2021 terhitung sukses, mengingat adanya pertumbuhan laba di segmen EPC yang didapat dari penyelesaian 96 proyek.

Divisi EPC pun terus menguatkan potensi untuk meraih lebih banyak klien di lingkungan eksternal grup Pertamina. Segmen usaha ini dinilai akan memberikan kontribusi pendapatan yang cukup besar terhadap Perseroan.

KINERJA OPERASI SEGMENT USAHA EPC

Segmen usaha EPC PGAS Solution menyediakan jasa *Engineering, Procurement, Construction, Installation, & Commissioning (EPCIC)* dalam skala besar. Divisi EPC dituntut menghasilkan fasilitas dengan kapasitas dan kinerja sesuai dengan persyaratan yang disepakati. Setiap kegiatan konstruksi PGAS Solution mengedepankan optimalisasi sumber daya, fasilitas, dan kemitraan.

The segment's ability to adapt to the new normal situation during the pandemic until 2021 is considered good, given the growth in profits in the EPC segment obtained from the completion of 96 projects.

The EPC Division also continues to strengthen the potential to reach more clients in the external environment of the Pertamina group, allowing the business segment to contribute significantly to the Company's revenue.

EPC BUSINESS SEGMENT OPERATING PERFORMANCE

PGAS Solution's EPC business segment provides large-scale *Engineering, Procurement, Construction, Installation, & Commissioning (EPCIC)* services. The EPC Division is required to produce facilities with capacity and performance in accordance with the agreed requirements. Thus, every PGAS Solution construction activity prioritizes optimizing resources, facilities, and partnerships.

Jaminan produk dan layanan berkualitas kepada konsumen menjadi perhatian dan komitmen Perseroan, serta turut memperhatikan jaminan kesejahteraan dan keselamatan kerja karyawan. Semua itu merupakan upaya PGAS Solution untuk selalu memberikan yang terbaik, demi memenuhi harapan Pemangku Kepentingan menjadi perusahaan berintegritas tinggi.

Bidang kerja EPC meliputi, pembangunan *Station*, *MR/S (Metering Regulating/Station)*, dan *Pipeline*. Bidang kerja ini muncul tak lepas dari kegiatan PGN sebagai perusahaan yang bertanggung jawab terhadap gas di Indonesia. Lingkup pekerjaan PGAS Solution adalah melakukan pekerjaan konstruksi meliputi EPCIC.

PGAS Solution bertanggung jawab menciptakan fasilitas berkualitas untuk mengakomodasi permintaan pelanggan, dinamika pola operasi, peningkatan kecepatan pengaturan, dan kemampuan pengendalian jarak jauh.

Lingkup Pekerjaan EPC PGAS Solution

EPC PGAS Solution's Scope of Work



Lingkup Kerja

Work Scope

Keterangan

Description

Engineering	Detail Engineering Design (DED), HAZID/HAZOP Study, dan As Built Drawing.
Pembelian Purchasing	Pengadaan material yang masuk dalam <i>Bill of Quantity (BOQ)</i> dan dalam <i>Long Lead Item</i> . Procurement of materials included in the <i>Bill of Quantity (BOQ)</i> and in the <i>Long Lead Item</i> .
Konstruksi dan atau Pemasangan Construction and/or Installation	Pekerjaan konstruksi & pemasangan jalur pipa, pemasangan <i>MR/S</i> , konstruksi/ <i>upgrading station</i> , pemasangan <i>equipment</i> pendukung lainnya (<i>PCV</i> , <i>PSDV</i> , dan lain sebagainya). Construction work & pipeline installation, <i>MR/S</i> installation, new station construction/ <i>upgrade station</i> , installation of other supporting equipment (<i>PCV</i> , <i>PSDV</i> , and others).

The products and services quality guarantee to consumers is deemed as a concern and commitment of the Company. The Company also pays attention to the guarantee of employee welfare and safety. All of these are PGAS Solution's efforts to always provide the best service, in order to fulfill the expectations of the Stakeholders to become a company with high integrity.

EPC's field of work include *Station construction*, *MR/S (Metering Regulating/Station)*, and *Pipeline*. This field is inseparable from PGN's activities as a company responsible for gas in Indonesia. PGAS Solution's scope of work is to carry out construction work including EPCIC.

PGAS Solution is responsible for creating quality facilities to accommodate customer demands, dynamics of operating patterns, increased setup speed, and remote-control capabilities.

Lingkup Kerja

Work Scope

Keterangan

Description

Pengawasan
Monitoring

Melakukan *commissioning/pengujian* seluruh sistem yang sudah dipasang, termasuk *trial operation* sampai dengan sistem yang dibangun berfungsi serta layak operasi dengan diterbitkannya Sertifikat Inspeksi (COI) untuk material/*equipment* yang dipasang oleh PGAS Solution dan Persetujuan Layak Operasi (PLO) dari MIGAS.

Carrying out *commissioning/testing* of all systems that have been installed, including *trial operations* until the system built is functioning and suitable for operation with the issuance of an *Inspection Certificate (COI)* for materials/*equipment* installed by PGAS Solution and an *Operational Approval (PLO)* from MIGAS.

PENDAPATAN SEGMENT USAHA EPC

Selama tahun 2021 segmen usaha EPC menunjukkan realisasi pendapatan sebesar Rp1.468,57 miliar dengan peningkatan sebesar 131,77% dari tahun 2020. Tercatat ada 87 proyek dari klien internal dan 9 proyek dari klien eksternal.

EPC BUSINESS SEGMENT REVENUE

During 2021 the EPC business segment generated a revenue of IDR1,468,57 billion with an increase of 131.77% from 2020. It was recorded that there were 87 projects from internal clients and 9 projects from external clients.

Realisasi Pendapatan EPC 2021

Realization of EPC Project Revenue in 2021



Keterangan Description	2017	2018	2019	2020	2021
Jumlah Proyek Total Projects	159	157	258	159	96
Jumlah Pendapatan (miliar rupiah) Total Revenue (billion IDR)	913,75	705,74	1.248,83	633,62	1.468,57

SEGMENT USAHA SUPPLY CHAIN

SUPPLY CHAIN BUSINESS SEGMENT

Melihat adanya tuntutan pasar yang cukup besar, PGAS Solution mengembangkan usaha Supply Chain yang menyediakan jasa Trading, Tempat Uji Kompetensi (TUK), Kalibrasi, Manufaktur dan Pergudangan.

Segmen usaha ini terbilang stabil dibandingkan dengan segmen usaha EPC. Karenanya, diharapkan mampu menjaga stabilitas pendapatan Perseroan di saat naik-turunnya bisnis EPC.

1. Trading

Memiliki harga kompetitif dan kualitas barang terjamin, segmen usaha Trading PGAS Solution menyediakan kebutuhan barang atau material minyak dan gas. Departemen Trading telah terdaftar sebagai agen resmi dari *principal* luar negeri (3) maupun dalam negeri (11).

Salah satunya sebagai agen tunggal untuk produk meter gas diaphragm G 1.6 produksi PT TMS CO.Ltd, Korea Selatan. Meter gas ini diberi label Meter Gas Nasional (MGN) untuk memenuhi pembangunan JARGAS dan program "Sayang Ibu" PGN.

Untuk produk *coating & painting*, PGAS Solution bekerja sama dengan PT National Energy Solutions yang merupakan Manufaktur dalam negeri untuk produksi material *coating & painting* sebagai proteksi terhadap karat dengan merek dagang Rush Bullet, Carboline, dan lain-lain.

Selanjutnya untuk jenis produk fitting, PGAS Solution memilih produksi dari Fusion Plastic, Inggris, untuk dipasarkan. PGAS Solution dan Fusion sudah menandatangani Perjanjian Kerja Sama Pemasaran Barang untuk mendukung kebutuhan di Indonesia. Untuk Instrumentasi

Answering the large market demands, PGAS Solution developed a Supply Chain business that provides Trading, Competency Test Places (TUK), Calibration, Manufacturing and Warehousing services.

Compared to the EPC business segment, this business segment is relatively stable. Therefore, it is expected to be able to maintain the stability of the Company's income during the waves of the EPC business.

1. Trading

With competitive prices and guaranteed product quality, the PGAS Solution Trading business segment provides the material needs of the oil and gas industry. The Department of Trading has been registered as the official agent of overseas (3) and domestic (11) principals.

One of the most prominent activities of this business is acting as the sole agent for the diaphragm gas meter product G 1.6 produced by PT TMS CO. Ltd, South Korea. This gas meter is labeled as the National Gas Meter (MGN) to fulfill the construction of JARGAS and PGN's "Sayang Ibu" program.

PGAS Solution cooperates with PT National Energy Solutions for coating & painting products. The partner is a domestic manufacturer for coating & painting materials as protection against rust with the trademarks Rush Bullet, Carboline, and others.

Furthermore, to supply fitting products, PGAS Solution chose to market the products from Fusion Plastic, UK. PGAS Solution and Fusion have signed a Goods Marketing Cooperation Agreement to support needs in Indonesia. For instrumentation such as pressure &

seperti *pressure & temperature gauge*, PGAS Solution bekerja sama dengan PT 3S International yang merupakan produsen dalam negeri dengan merek dagang Schu Technology dan Garuda.

PGAS Solution juga menyuplai produk *manhole* yang merupakan tutup logam baja untuk akses *maintenance* utilitas yang berada di bawah untuk mempermudah akses operator dalam melakukan perawatan, dimana kami bekerja sama dengan CV Sepakat Berkarya dalam memproduksi produk tersebut.

Sebagai wujud komitmen sinergi BUMN dalam distribusi produk semen dan bahan bangunan lainnya, PGAS Solution juga menjalin kerja sama dengan Semen Indonesia Group. Hal tersebut juga berperan dalam menunjang bisnis PGAS Solution di bidang pembangunan infrastruktur sipil dan pekerjaan konstruksi.

Untuk produk Lubricant, PGAS Solution bekerja sama dengan PT Pertamina Lubricant yang merupakan produsen dalam negeri.

Kini, PGAS Solution juga bekerja sama dengan beberapa mitra yang memiliki produk bahan-bahan kimia, kompor gas rumah tangga, alat pelindung diri, dan produk *safety* lainnya. Selain itu PGAS Solution pun bertindak sebagai mitra strategis dalam pengadaan barang-barang di Industri Oil & Gas.

temperature gauge, PGAS Solution cooperates with PT 3S International which is a domestic manufacturer with the trademarks of Schu Technology and Garuda.

PGAS Solution also supplies manhole products, which are steel metal lids for utility maintenance access installed below to facilitate operator access in carrying out maintenance. For this product, the Company collaborates with CV Sepakat Berkarya in producing these products.

As a form of BUMN synergy commitment in the distribution of cement products and other building materials, PGAS Solution also cooperates with Semen Indonesia Group. This collaboration also plays a role in supporting PGAS Solution's business in the field of civil infrastructure development and construction works.

For Lubricant products, PGAS Solution cooperates with PT Pertamina Lubricant, again a domestic producer.

Currently, PGAS Solution is also working with several partners who have chemical products, household gas stoves, personal protective equipment, and other safety products. In addition, PGAS Solution also acts as a strategic partner in the procurement of goods in the Oil & Gas Industry.

Mitra Trading PGAS Solution

PGAS Solution's Trading Partners



Produk Products	Mitra Partners
Valve (Ball, Globe, Gate, Butterfly)	Armatury Group, Republik Ceko Armatury Group, Czech Republic
Meter Gas Rumah Tangga Household Gas Meter	PT TMS CO.Ltd., Korea Selatan PT TMS CO.Ltd., South Korea
Fitting PE	Fusion Plastic, England
Pressure Gauge & Temperature Gauge	PT 3S International
Coating & Painting (Rush Bullet)	PT National Energy Solutions
Mainhole Cover	CV Sepakat Berkarya
Kompur Gas The GAS The GAS-branded Gas Stove	PT Cipta Teknindo
Automatic Meter Reading	PT PGAS Telekomunikasi Nusantara & PT Karya Prima Usahatama
Electronic Volume Corrector	Elgas / PT Angka Teknik Sepadan Corus / PT Kita Hokki
Semen Gresik Semen Gresik-branded Cement	PT Semen Indonesia Distributor
Lubricant Oil	PT Pertamina Lubricant
Pressure Gauge	PT 3S International
HDD Alazruf, Alazpol	PT Alazka Tiga Bermuda



2. Tempat Uji Kompetensi (TUK)

Turunnya level PPKM (Pemberlakuan Pembatasan Kegiatan Masyarakat) ke tingkat yang lebih rendah pada tahun 2021 ini, membuat kelas *offline* TUK PGAS Solution kembali dibuka, namun dengan pembatasan peserta yang disesuaikan mengikuti peraturan protokol kesehatan. Kelas *online*-nya juga tetap disediakan mengikuti kebutuhan peserta.

Selama tahun 2021, peserta yang mengikuti pelatihan atau mendapatkan sertifikasi sejumlah 217 orang dan terbagi dalam 28 batch.

3. Kalibrasi Meter Gas, Manufaktur, dan Pergudangan (KMP)

Unit bisnis KMP merupakan unit bisnis pendukung yang berkembang mengikuti bisnis utama PGAS Solution di bidang EPC dan O&M, meliputi:

a. Kalibrasi Meter Gas

Menjamin hasil-hasil pengukuran alat ukur gas sesuai dengan standar nasional dan internasional, seperti: Diaphragma, Rotary, Turbin dan Sistem Metering Gas (USM dan Orifice).

b. Manufaktur

Pekerjaan pembuatan pipa gas dan pipa subduct (MRS, Pipa PE, Pertashop, Marker Post, dan Patok Gas).

c. Pergudangan

Pengelolaan dan jasa pergudangan yang digunakan untuk proses penggantian peralatan dan instrumentasi pada pipa gas dalam kegiatan operasi dan pemeliharaan, juga proyek pengembangan jaringan pipa gas.

2. Competency Test Place (TUK)

The relaxation of the social distancing rule in 2021 allows TUK PGAS Solution offline classes to reopen, but with restrictions on participants who are adjusted to follow health protocol regulations. Online classes are also provided according to the needs of the participants.

During 2021, participants who attended training or received certification were 217 people and were divided into 28 batches.

3. Gas Meter Calibration, Manufacturing and Warehousing (KMP)

The KMP business unit is a supporting business unit which develops following PGAS Solution's main business in the EPC and O&M fields, including:

a. Gas Meter Calibration

Guaranteeing the measurement results of gas measuring instruments in accordance with national and international standards, such as: Diaphragm, Rotary, Turbine and Gas Metering System (USM and Orifice).

b. Manufacturing

Pipe manufacturing and gas pipeline network facilities (MRS, PE Pipe, Pertashop, Marker Post, and Gas Patok) works.

c. Warehousing

Management and warehousing services that can be summoned for the process of replacing equipment and instrumentation on gas pipelines in operation and maintenance activities, as well as gas pipeline network development projects.

Dalam usia bisnisnya yang ketiga pada tahun 2021, jasa KMP meraih pendapatan sebesar Rp46,241 miliar dari 27 proyek.

Sampai dengan tahun 2021 terdapat 14 lokasi gudang yang dikelola oleh divisi KMP.

In its third business year in 2021, KMP's services earned an income of IDR46.241 billion from 27 projects.

There are 14 warehouse locations managed by the KMP division until 2021.

Gudang Warehouse	Kapasitas (meter persegi) Capacity (meter square)	Kapasitas (meter persegi) Capacity (meter square)		
		PMO	BUI	PGAS Solution
Wilayah 1 Area 1				
Klender	6.784,99	6.784,99	-	-
Bogor	1.848,37	1.378,55	256,57	213,25
Suryacipta - Karawang	4.439,60	2.397,60	2.006,00	36,00
Klari - Karawang	5.113,93	1.938,93	3.175,00	-
Palembang	468,70	142,5	308,6	17,60
Cirebon	6.983,88	401,53	6.582,35	-
Wilayah 2 Area 2				
Berbek	3.774,76	3.479,00	275,36	20,40
Ngoro	48,00	-	-	48,00
Pasuruan	1.465,78	-	1.465,78	-

Gudang Warehouse	Kapasitas (meter persegi) Capacity (meter square)	Kapasitas (meter persegi) Capacity (meter square)		
		PMO	BUI	PGAS Solution
Wilayah 3 Area 3				
Batam	2.339,49	471,19	1.862,00	6,30
Glugur - Medan	2.774,16	99,5	2.613,91	60,75
Wilayah 4 Area 4				
Pagardewa	358,00	-	241,60	116,40
Bojonegara	40,00	-	30,00	10,00
Terbanggi Besar	20,05	-	17,05	3,00

PENDAPATAN SEGMENT USAHA SUPPLY CHAIN

Realisasi pendapatan segmen usaha *supply chain* sepanjang tahun 2021 menunjukkan pencapaian yang cukup baik dengan mencatatkan pendapatan sebesar Rp62,23 miliar.

INCOME FROM SUPPLY CHAIN BUSINESS SEGMENT

In 2021, the supply chain business achieved modest income which amounted to Rp62,23 billion.

Pendapatan Supply Chain
Supply Chain Income(miliar Rupiah)
(billion IDR)

	2017	2018	2019	2020	2021
Jumlah Total	143,63	64,92	98,27	132,49	62,23



4.2

ANALISIS PROFITABILITAS PER SEGMENT

PROFITABILITY ANALYSIS PER DIVISION

Total pendapatan PGAS Solution pada tahun 2021 sebesar Rp2.215,62 miliar. Pendapatan ini mengalami kenaikan sebesar Rp732,42 miliar dibandingkan dengan tahun 2020. Perubahan pendapatan disebabkan oleh peningkatan persentase progress fisik pengerjaan konstruksi. Penyumbang pendapatan terbesar PGAS Solution berasal dari segmen EPC senilai Rp1.468,57 miliar.

PGAS Solution's total revenue in 2021 is IDR2,215.62 billion, an increase of IDR732.42 billion compared to 2020. Such increase can be credited to physical progress increase of the construction works carried out by the company. PGAS Solution's largest revenue contributor was EPC segment with a value of IDR1,468.57 billion.

Pendapatan PGAS Solution Per Segmen Usaha 2021

PGAS Solution Income Per Division in 2021



Unit Bisnis Business Unit	Pendapatan (miliar rupiah) Revenue (billion IDR)	Persentase (%) Percentage (%)
EPC	1.468,57	66%
O&M	622,80	28%
Supply Chain	62,23	3%
Engineering	62,01	3%
Total	2.215,62	100%

Pendapatan PGAS Solution Per Segmen Usaha 2021

PGAS Solution Income Per Division in 2021

(miliar Rupiah)
(billion IDR)



	2017	2018	2019	2020	2021
Pendapatan Revenue	2.020,98	1.623,30	2.219,02	1.483,20	2.215,62

4.3

ANALISIS KINERJA KEUANGAN

FINANCIAL PERFORMANCE ANALYSIS

Jumlah pendapatan PGAS Solution sepanjang tahun 2021 mengalami kenaikan sebesar Rp732,42 miliar dibandingkan tahun sebelumnya. Kenaikan ini dikarenakan oleh peningkatan persentase progres fisik pengerjaan konstruksi.

PGAS Solution's total revenue in 2021 saw an increase of IDR732.42 billion compared to 2020. Such increase can be credited to physical progress increase of the construction works carried out by the Company.

ANALISIS POSISI KEUANGAN

FINANCIAL POSITION ANALYSIS

Kenaikan pendapatan di tahun 2021 sebesar Rp732,42 miliar tidak berbanding lurus dengan realisasi laba bersih yang diterima PGAS Solution dibanding tahun 2020. Hal ini disebabkan oleh pencatatan cadangan kerugian piutang dengan umur piutang usaha di atas satu tahun sesuai dengan Pedoman Standar Akuntansi Keuangan pasal 71.

Meanwhile, the IDR732.42 billion-worth revenue increase in 2021 is not directly proportional to the realization of net profit received by PGAS Solution compared to 2020 because the Company needs to account allowance for losses on receivables with accounts receivable aged over one year in accordance with the Guidelines for Financial Accounting Standards article 71.

ASET

ASSET

Aset merupakan jumlah sumber daya atau kekayaan milik perusahaan yang dihitung secara finansial. Aset PGAS Solution terbagi menjadi aset lancar dan aset tidak lancar. Jumlah aset PGAS Solution pada tahun 2021 naik sebesar Rp257,53 miliar dari tahun 2020.

In this context, asset is described as financially quantifiable resources or assets belonging to the Company. PGAS Solution's assets are divided into current assets and non-current assets. PGAS Solution's total assets in 2021 increased by IDR257.53 billion from 2020.

Profitabilitas Per Segmen Usaha

Profitability per Business Segment

(miliar Rupiah)
(billion IDR)



Keterangan Description	2017	2018	2019	2020	2021
Aset Lancar Current Asset	1.300,42	976,60	1.304,09	1.437,65	1.705,81
Aset Tidak Lancar Non-Current Asset	224,85	345,34	292,47	155,19	144,39
Jumlah Aset Total Assets	1.525,27	1.321,94	1.596,57	1.592,67	1.850,20

ASET LANCAR

CURRENT ASSET

Aset lancar merupakan komponen aset yang memiliki manfaat kurang dari satu tahun dengan tingkat likuiditas tinggi. Komponen terbesar pada aset lancar terdapat pada kas dan setara, dan piutang usaha. Pada tahun 2021 terjadi kenaikan aset lancar sebesar Rp268,16 miliar disebabkan oleh peningkatan saldo kas setara kas seiring diimplementasikannya pembayaran menggunakan fasilitas Kredit Talangan Bank Mandiri (KRETA)

Current assets are components of assets with less than one year of benefit and a high level of liquidity. The largest component of current assets is cash and equivalent, and accounts receivable. In 2021, the Company recorded an increase in current assets of IDR268,16 billion due to an increase in cash equivalents in line with the implementation of payments using the Bank Mandiri bailout facility (KRETA).

Uraian Aset Lancar

Current Asset Description

(miliar Rupiah)
(billion IDR)



Keterangan Description	2017	2018	2019	2020	2021
Kas & Setara Kas Cash & Cash Equivalent	437,64	379,85	241,57	156,90	713,55
Piutang Usaha Account Receivables	333,94	237,33	401,93	417,74	317,34
Piutang Lainnya Other Receivables	48,68	135,43	86,06	93,65	83,91
Uang Muka Down Payment	66,58	16,88	80,64	88,91	69,00
Pekerjaan Dalam Penyelesaian Work in Progress	353,66	148,21	452,28	649,20	389,98
Biaya Dibayar Dimuka Prepaid Expenses	2,63	0,98	0,25	0,26	0,09
Pajak Dibayar Dimuka Prepaid Tax	-	-	-	-	-
Persediaan Inventory	48,04	40,77	32,28	25,74	20,05
Kas yang Dibatasi Penggunaannya Restricted Cash	9,23	17,15	9,06	5,22	111,84
Jumlah Total	1.300,42	976,60	1.304,09	1.437,65	1.705,81

ASET TIDAK LANCAR

NON-CURRENT ASSET

Aset tidak lancar merupakan komponen aset perusahaan yang masa manfaatnya dapat lebih dari satu tahun. Aset tidak lancar PGAS Solution terdiri dari aset tetap dan investasi jangka panjang. Pada tahun 2021, terjadi penurunan nilai aset tidak lancar yang disebabkan oleh diterimanya restitusi PPN sehingga terjadi penurunan nilai pada saldo estimasi tagihan pajak.

Non-current assets are asset components with more than a year of benefit. PGAS Solution's non-current assets are comprised of fixed assets and long-term investments. In 2021, there was a decrease in the value of non-current assets due to the receipt of VAT refunds, which resulted in a decrease in the value of the estimated balance of tax claims.

Uraian Aset Tidak Lancar

Non-Current Asset Description

(miliar Rupiah)
(billion IDR)



Keterangan Description	2017	2018	2019	2020	2021
Penyertaan Saham Shares Inclusion	0,76	0,76	0,76	0,76	0,76
Aset Tetap Fixed Assets	26,39	32,63	67,28	55,21	77,63
Piutang Usaha Jangka Panjang Long-Term Receivables	18,71	47,20	-	-	-
Piutang Lainnya Jangka Panjang	-	-	-	-	-
Aset Pajak Tangguhan Deferred Tax Assets	1,11	2,62	0,06	1,73	0,23
Aset Tak Berwujud Intangible Assets	2,42	5,87	4,04	3,72	1,83
Estimasi Tagihan Pajak Tax Bill Estimation	173,21	252,57	219,34	89,68	62,53
Aset Lain-Lain Other Assets	2,24	3,67	0,98	3,89	1,39
Jumlah Total	224,85	345,34	292,47	155,67	145,82

LIABILITAS

LIABILITIES

Liabilitas PGAS Solution terdiri dari liabilitas lancar dan liabilitas tidak lancar. Secara keseluruhan, liabilitas pada tahun 2021 mengalami peningkatan sebesar Rp224,55 miliar dari tahun 2020. Hal ini dikarenakan meningkatnya hasil perhitungan progress pekerjaan konstruksi, sehingga saldo biaya yang masih harus dibayar mengalami kenaikan.

PGAS Solution's liabilities consist of current and non-current liabilities. The Company's overall liabilities in 2021 have increased by IDR224.55 billion from 2020, due to the increase in the calculation of the progress of construction work, resulting in the increase of accrued costs expense.

Uraian Liabilitas

Liability Description

(miliar Rupiah)
(billion Rupiah)



Akun Account	2017	2018	2019	2020	2021
Liabilitas Lancar Current Liabilities	707,50	430,74	734,97	678,88	884,80
Liabilitas Tidak Lancar Non-Current Liabilities	37,21	41,31	35,19	39,30	57,94
Jumlah Liabilitas Total Liabilities	744,70	472,05	770,17	718,19	942,74

LIABILITAS LANCAR

CURRENT LIABILITY

Liabilitas lancar PGAS Solution terdiri dari utang usaha, liabilitas yang masih harus dibayar, utang pajak, dan lain sebagainya. Pada tahun 2021, liabilitas lancar mengalami kenaikan sebesar Rp205,92 miliar dari tahun 2020. Faktor penyebab ini terjadi ialah dikarenakan meningkatnya hasil perhitungan progress pekerjaan konstruksi, sehingga saldo biaya yang masih harus dibayar mengalami kenaikan.

PGAS Solution's current liabilities consist of trade payables, accrued liabilities, tax payables, and other forms of liabilities. In 2021, the Company's current liabilities increased by IDR205.92 billion from 2020, due to the increase in the calculation of the progress of construction work, resulting in the increase of accrued costs expense.

Uraian Liabilitas Lancar

Current Liability Description

(miliar Rupiah)
(billion IDR)



Keterangan Description	2017	2018	2019	2020	2021
Pinjaman Jangka Pendek Short-Term Loan	-	-	200	130	-
Utang Usaha Accounts Payable	59,62	45,12	90,03	58,47	97,13
Akrual Proyek Project Accrual	-	-	-	-	-
Utang Lain-Lain Other Debts	29,47	33,76	83,80	129,99	64,99
Liabilitas Imbalan Kerja Jangka Pendek Short Term Employee Benefits Liability	33,82	31,84	47,82	50,23	51,59

Keterangan Description	2017	2018	2019	2020	2021
Liabilitas yang Masih Harus Dibayar Accrued Liabilities	446,22	265,11	247,47	221,02	588,47
Utang Pajak Tax Payable	54,29	34,36	10,74	12,00	9,81
Uang Muka Diterima Received Advances	-	-	-	-	-
Tagihan yang Melebihi Biaya dan Keuntungan yang Diakui Bills That Exceed Recognized Costs and Benefits	-	-	-	-	-
Pendapatan Diterima di Muka Prepaid Income	84,07	21,91	55,09	77,15	72,81
Jumlah Total	707,50	430,74	734,97	678,88	884,80

LIABILITAS TIDAK LANCAR

NON-CURRENT LIABILITY

Liabilitas tidak lancar merupakan liabilitas yang bersifat jangka panjang. Pada tahun 2021 liabilitas tidak lancar tidak mengalami kenaikan sebesar Rp18,64 miliar yang disebabkan oleh adanya pencatatan sewa guna usaha jangka Panjang sesuai implementasi pedoman standar akuntansi Keuangan pasal 73.

In the Company's books, long-term liabilities are described as non-current. In 2021 non-current liabilities increased by IDR18.64 billion due to the bookkeeping of long-term leases in accordance with the implementation of the Financial Accounting Standard Guidelines (PSAK) article 73.

Uraian Liabilitas Tidak Lancar Non-Current Liability Description

(miliar Rupiah)
(billion IDR)



Akun Account	2017	2018	2019	2020	2021
Kewajiban Sewa Guna Usaha Jangka Panjang Long-Term Lease Liability					17,33
Liabilitas Imbalan Kerja Jangka Panjang Long-Term Employment Reward Liability	37,21	41,30	35,19	39,30	40,61
Jumlah Total	37,21	41,30	35,19	39,30	57,94

EKUITAS

EQUITY

Ekuitas/modal (*equity*) adalah hak pemilik atas aktiva perusahaan yang merupakan kekayaan bersih. Ekuitas terdiri dari setoran pemilik dan sisa laba yang ditahan (*retained earning*). Ekuitas PGAS Solution pada tahun 2021 naik sebesar 3,77% dari tahun 2020.

Equity is the owner's right to the Company's net worth assets and consists of owner's deposits and retained earnings. In 2021, the Company's equity increased by 3.77% compared to 2020.

Uraian Ekuitas Equity Description

(miliar Rupiah)
(billion IDR)



Akun Account	2017	2018	2019	2020	2021
Modal Saham Share Capital	85	85	85	85	85
Saldo Laba Retained Earning	695,32	764,39	739,79	786,69	811,70
Komponen Ekuitas Lainnya Other Equity Components	0,20	0,46	1,55	2,74	10,75
Jumlah Total	780,53	849,86	826,40	874,48	907,46

ANALISIS LABA KOMPREHENSIF

COMPREHENSIVE PROFIT ANALYSIS

Secara keseluruhan, jumlah laba komprehensif PGAS Solution tahun 2021 mengalami penurunan sebesar 31,43% dari tahun 2020. Penurunan ini disebabkan adanya pencatatan cadangan kerugian piutang sebesar Rp50 miliar.

Overall, the total comprehensive income of PGAS Solution in 2021 decreased by 31.43% from 2020, due to the bookkeeping of a reserve for receivables loss which was worth IDR50 billion.

Laporan Laba-Rugi PGAS Solution

PGAS Solution Profit and Loss Statement

(miliar Rupiah)
(billion IDR)



Keterangan Description	2017	2018	2019	2020	2021
Pendapatan Usaha Revenue	2.020,98	1.623,30	2.219,01	1.483,20	2.215,62
Harga Pokok Penjualan Cost of Goods Sold	(1.594,84)	(1.344,40)	(1.930,07)	(1.292,56)	(1.932,96)
Beban Usaha Operating Expenses	(126,85)	(122,98)	(194,81)	(91,27)	(151,19)
Pendapatan/Beban Usaha Lainnya Other Business Revenue/ Expenses	(72,78)	10,25	(1,74)	(8,08)	(31,76)
Laba Usaha Operating Profit	226,54	166,12	92,38	91,27	99,69
Pendapatan/Beban Keuangan Other Revenue/Expenses	11,95	10,03	(12,16)	(6,14)	(0,83)
Laba Sebelum Pajak Profit Before Tax	238,49	176,15	80,21	85,12	98,85
Beban Pajak Tax Expenses	(105,28)	(52,21)	(36,11)	(38,22)	(73,84)
Laba Bersih Tahun Berjalan Net Profit of Current Year	133,20	123,93	44,10	46,89	25,00
Pendapatan Komprehensif Lain Other Comprehensive Income	(1,22)	0,26	1,10	1,18	7,93
Jumlah Laba Komprehensif Tahun Berjalan Total Comprehensive Profit for The Current Year	131,98	124,19	45,19	48,08	32,97

PENDAPATAN USAHA

REVENUE

Terdapat tiga bidang usaha utama yang berkontribusi terhadap pendapatan PGAS Solution yakni, operasi dan pemeliharaan (O&M), konstruksi (EPC), dan supply chain (Trading, Tempat Uji Kompetensi, K3PL, dan KMP). Selain itu, pendapatan ini masih ditambah dari sektor engineering (Anak Perusahaan, SENA).

There are three main business sectors that contribute to PGAS Solution's revenue: operation and maintenance (O&M), construction (EPC), and supply chain (Trading, Competency Test Places, K3PL, and KMP). The engineering sector (Subsidiary, SENA) also contributed to the Company's earning.

Uraian Pendapatan Usaha

Revenue Description

(miliar Rupiah)
(billion IDR)



Keterangan Description	2017	2018	2019	2020	2021
O&M	866,55	789,20	743,29	655,89	622,80
EPC	913,76	705,74	1.248,83	633,62	1.468,57
Supply Chain	143,63	63,92	98,27	132,49	62,23
Engineering	97,04	64,43	128,62	61,18	62,01
Jumlah Total	2.020,98	1.623,30	2.219,02	1.483,20	2.215,62

BEBAN USAHA

OPERATING EXPENSES

Beban usaha pada tahun 2021 naik, Rp59,92 miliar dikarenakan pencatatan cadangan kerugian piutang meningkat di tahun 2021.

Operating expenses in 2021 increased by IDR59.92 billion. This increase can be attributed to an increase in the recording of allowance for receivables losses.

Beban Usaha PGAS Solution

PGAS Solution Operating Expenses

(miliar Rupiah)
(billion IDR)



	2017	2018	2019	2020	2021
Beban Usaha Operating Expenses	(126,81)	(122,98)	(194,82)	(91,27)	(151,19)

LABA USAHA

OPERATING PROFIT

Pandemi mulai mereda dan sejumlah proyek yang tertunda mulai berjalan kembali di tahun 2021. Situasi ini membuat laba usaha PGAS Solution naik sebesar 9,23% menjadi Rp99,69 miliar jika dibandingkan dengan tahun 2020 yang berada di angka Rp91,27 miliar.

In 2021, the Covid-19 pandemic began to subside, and several delayed projects were resumed, which allows for the increase of PGAS Solution's operating profit by 9.23% to IDR99.69 billion, compared to 2020's profit which was recorded at IDR91.27 billion.

Labas Usaha PGAS Solution
 PGAS Solution Operating Profit

 (miliar Rupiah)
 (billion IDR)


	2017	2018	2019	2020	2021
Labas Usaha Operating Profit	226,54	166,12	92,38	91,27	99,69

ANALISIS ARUS KAS
CASH FLOW ANALYSIS

Mulai meningkatnya aktivitas di segala bidang, membawa arus kas PGAS Solution naik sebesar 355% dari tahun lalu.

The gradual activity increase in all sectors brought a dramatic 355% increase of the Company's cash flow compared to 2020.

Uraian Pendapatan Usaha
 Revenue Description

 (miliar Rupiah)
 (billion IDR)


Keterangan Description	2017	2018	2019	2020	2021
Kas dan Setara Awal Tahun Cash and Cash Equivalent	584,49	437,64	379,85	241,57	156,90
Kenaikan Bersih Kas dan Setara Kas Net Increase in Cash and Cash Equivalent	(145,84)	(53,22)	(139,88)	(85,55)	556,23
Kas Bersih Diperoleh dari Aktivitas Operasi Net Cash from Operational Activities	252,03	7,03	(297,17)	(8,57)	799,96
Kas Bersih Digunakan untuk Aktivitas Investasi Net Cash for Investment Activities	(23,88)	(6,97)	(42,72)	(6,9)	(113,72)
Kas Bersih Diperoleh dari Aktivitas Pendanaan Net Cash from Funding Activities	(375,00)	(53,28)	200,00	(70)	(130)
Jumlah Kas dan Setara Kas Akhir Tahun Total Cash and Cash Equivalent of The Year	437,64	379,85	241,57	156,90	713,55

KAS BERSIH DIPEROLEH DARI AKTIVITAS OPERASI
NET OF CASH ACQUIRED FROM OPERATIONAL ACTIVITIES

Perolehan kas bersih dari aktivitas operasi mengalami kenaikan yang signifikan dari minus Rp8,57 miliar pada tahun 2020, menjadi Rp799,96 miliar pada tahun 2021.

Net cash receipts from operating activities recorded a significant increase in 2021. Previously, the Company suffered a negative net cash of minus Rp8.57 billion in 2020, and in 2021, the Company recorded a net cash of Rp799.96 billion.

KAS BERSIH DIGUNAKAN UNTUK AKTIVITAS INVESTASI
NET OF CASH UTILIZED FOR INVESTMENT ACTIVITIES

Penggunaan kas bersih untuk aktivitas investasi mengalami penurunan dari minus Rp6,9 miliar pada 2020, menjadi minus Rp113,72 miliar pada 2021. Penurunan kas bersih dalam aktivitas investasi dikarenakan terpenuhinya target investasi pada tahun 2021.

The use of net cash for investment activities decreased from minus IDR6.9 billion in 2020 to minus IDR113.72 billion in 2021. This decrease was due to the achievement of the investment target in 2021.

KAS BERSIH DIPEROLEH DARI AKTIVITAS PENDANAAN
NET OF CASH ACQUIRED FROM FUNDING ACTIVITIES

Kas bersih dari aktivitas pendanaan mengalami penurunan dari minus Rp70 miliar pada 2020, menjadi minus Rp130 miliar pada 2021. Hal ini dikarenakan adanya pembayaran pinjaman bank sebesar Rp130 miliar.

Net cash from funding activities decreased from minus IDR70 billion in 2020 to minus IDR130 billion in 2021, which was caused by bank loan payments worth IDR130 billion.

4.4

ANALISIS KEMAMPUAN MEMBAYAR UTANG, KOLEKTIBILITAS PIUTANG, DAN RASIO KEUANGAN LAINNYA

ANALYSIS OF SOLVENCY, RECEIVABLES COLLECTABILITY, AND OTHER FINANCIAL RATIOS

Rasio likuiditas dan rasio solvabilitas digunakan untuk mengukur kemampuan Perseroan membayar utang. Dengan demikian, kemampuan PGAS Solution membayar utang dapat diukur melalui pemenuhan Perseroan dalam memenuhi utang jangka pendek maupun jangka panjang.

The liquidity and solvency ratio are used to measure the Company's ability to pay its debts. Thus, the ability of the Company to pay debts can be measured through its fulfillment of short-term and long-term debt responsibilities.

KEMAMPUAN MEMBAYAR UTANG

SOLVENCY

Selama tahun 2021, kemampuan PGAS Solution dalam membayar utang jangka pendek tergolong baik, hal ini terlihat dari rasio lancar sebesar 193% yang artinya satu rupiah utang lancar dapat dijamin sedikitnya dengan 1,9 rupiah aset lancar.

In 2021, PGAS Solution's ability to pay short-term debt is relatively good. This judgement can be proven through the current debt-to-asset ratio of 193%, which means that one rupiah of current debt can be guaranteed with at least 1.9 rupiah of current assets.

Rasio Likuiditas (%)

Liquidity Ratio (%)

(miliar Rupiah)
(billion IDR)



Keterangan Description	2017	2018	2019	2020	2021
Cash Ratio	59	92	33	23	93
Acid Test Ratio	177	217	170	199	117
Current Ratio	184	227	177	212	193

KEMAMPUAN KOLEKTIBILITAS PIUTANG

RECEIVABLES COLLECTABILITY

Tingkat ketertagihan piutang pada tahun 2021 tergolong baik karena rata-rata piutang dapat ditagihkan selama 61 hari.

The receivables collectability ratio in 2021 can be classified as good, because the average receivables can be collected within 61 days.

ACP (Average Collecting Periode) PGAS Solution Tahun 2017-2021 (miliar Rupiah)
ACP (Average Collecting Periode) of PGAS Solution in 2017-2021 (billion IDR)



	2017	2018	2019	2020	2021
ACP (hari) ACP (days)	60	63	66	102	61



4.5

STRUKTUR MODAL

CAPITAL STRUCTURE

Struktur modal merupakan pembiayaan permanen yang terdiri dari utang jangka panjang, saham preferen, dan modal Pemegang Saham. Struktur modal PGAS Solution pada tahun 2021 sebesar Rp908,93 miliar. Jumlah ini meliputi 49% dari total aset yang dimiliki oleh PT PGAS Solution.

The Company's capital structure is a permanent financing which consists of long-term debt, preferred stock, and shareholder capital. As of 2021, PGAS Solution has a capital structure worth IDR908.93 billion, amounting to 49% of the total assets owned by PT PGAS Solution.

Struktur Modal Tahun 2017-2021 Capital Structure 2017-2021

(miliar Rupiah)
(billion IDR)



	2017	2018	2019	2020	2021
Ekuitas Equity	780,56	849,90	826,40	874,50	907,46

KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

COMPANY POLICY ON CAPITAL STRUCTURE

Struktur modal PGAS Solution diatur dalam Akta Pendirian Nomor 2 tanggal 6 Agustus 2009 yang dibuat di hadapan Fathiah Helmi S.H., Notaris di Jakarta sebagaimana telah diubah menjadi Akta Pernyataan Keputusan Pemegang Saham PT PGAS Solution tentang Penambahan Modal Ditempatkan dan Disetor Nomor: 58 tanggal 28 Maret 2012, yang dibuat di hadapan Fathiah Helmi S.H., Notaris di Jakarta.

The regulation of PGAS Solution's capital structure can be found in the Deed of Establishment Number 2 dated August 6, 2009 drawn up before Fathiah Helmi SH, Notary in Jakarta as amended into the Deed of Statement of Shareholders' Decision of PT PGAS Solution regarding Addition of Issued and Paid-Up Capital Number: 58 dated March 28, 2012, which was made before Fathiah Helmi SH, Notary in Jakarta.

Pada pasal 4 tentang modal dijelaskan bahwa modal dasar Rp100 miliar terbagi atas 200 juta lembar saham, masing-masing nilai nominal saham Rp500. Dari modal dasar tersebut, telah ditempatkan dan disetor penuh dengan uang

Article 4 concerning capital explains that the authorized capital of IDR100 billion is divided into 200 million shares, each with a nominal share value of IDR500. Shareholders has paid up IDR85 billion of authorized capital, which translates to 170

tunai, seluruhnya berjumlah 170 juta lembar saham dengan jumlah nilai nominal seluruhnya sebesar Rp85 miliar, dengan komposisi pemegang saham sebagai berikut:

1. PGN sebesar 99,91% atau sejumlah 169.854.200 lembar saham dengan nilai nominal seluruhnya Rp84.927.100.000.
2. YKPP sebesar 0,09% atau sejumlah 145.800 lembar saham dengan nilai nominal Rp72.900.000.

million shares. The composition of PGAS Solutions' shareholders are described below:

1. PGN owns 99.91% of the share, or a total of 169,854,200 shares with a total par value of IDR84,927,100,000.
2. YKPP owns 0.09% of the share, or a total of 145,800 shares with a nominal value of IDR72,900,000.

4.6

INFORMASI IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL

INFORMATION OF MATERIAL COMMITMENT FOR CAPITAL GOODS INVESTMENTS

Pada tahun 2021, PGAS Solution memiliki ikatan material untuk investasi barang modal. Perikatan ini bertujuan untuk menunjang keandalan kegiatan PGAS Solution. Berikut bentuk-bentuk perikatan pengadaan tersebut:

1. Peresmian Pabrik Pipa Polyethylene

Setelah melewati masa uji coba di tahun lalu, saat ini pabrik pipa polyethylene milik PGAS Solution sudah mulai beroperasi selama 24 jam dan memproduksi pipa dengan merek Solfipe. Ini merupakan Pabrik Pipa PE pertama di Pertamina Grup.

In 2021, PGAS Solution has material commitment for investment in capital goods, with the aim to support the reliability of PGAS Solution activities. The following are the forms of the procurement engagement:

1. Inauguration of the Polyethylene Pipe Factory

After finishing the trial period last year, currently the polyethylene pipe factory owned by PGAS Solution has started operating for 24 hours, producing Solfipe brand pipes. This is the first PE Pipe Plant in the Pertamina Group.

Kehadiran pabrik ini akan memberikan penghematan dalam pembelian material serta mendukung tumbuh-kembangnya inovasi dan teknologi produk dalam negeri lewat kandungan TKDN mencapai lebih dari 48%.

Investasi PGAS Solution dalam membangun Pabrik Pipa PE dengan luas 3.800 m² ini menelan biaya Rp24.127.120.027. Berikut material utama yang terdapat dalam investasi pembangunan pipa polyethylene:

1. Extrusion machine (20-63 mm) (JWELL MACHINERY)
2. Extrusion machine (20-110 mm) (JWELL MACHINERY)
3. Chiller (2 unit)
4. Dehumidifying dryer package (termasuk chiller + Hoopper) (2 unit)

Selain material utama, dalam investasi tersebut juga terdapat fasilitas pendukung, antara lain:

1. Peralatan Pendukung (*Air Compressor*, *Tangki*, dan *Cooling Tower*)
2. *Equipment Testing* (Hydro Test 1-10 Mpa, Tensile Test 1 ton, Crusher 1 ton, dan Impact Test 1 ton)
3. Catu daya listrik PLN (Trato, Kubikal, dan Kabel)
4. Pekerjaan sipil bangunan pabrik

Saat ini Pabrik Pipa PE milik Perseroan sedang memproduksi Pipa PE untuk Jargas Mandiri PGN area Jakarta - Tangerang dan untuk program Kementerian ESDM di Kabupaten Wajo, Banggai, Sulawesi Selatan.

This factory will provide savings in material purchases and expected to support the growth and development of innovation and technology for domestic products. To achieve this, the factory produces pipes with more than 48% local content.

PGAS Solution's invested IDR24,127,120,027 to build the 3,800m²-large PE Pipe Factory. The following are the main materials that are present in the pipe factory investment:

1. Extrusion machine (20-63 mm) (JWELL MACHINERY);
2. Extrusion machine (20-110 mm) (JWELL MACHINERY);
3. Chiller (2 units);
4. Dehumidifying dryer package (include Chiller + Hoopper) (2 units).

In addition to the main materials, the investment also includes supporting facilities, such as:

1. Supporting Equipment (*Air Compressor*, *Tank*, and *Cooling Tower*);
2. *Equipment Testing* (Hydro Test 1-10 Mpa, Tensile Test 1 ton, Crusher 1 ton, and Impact Test 1 ton);
3. PLN power supply (Trato, Cubical, and Cable);
4. Factory building civil works.

Currently, the Company's PE Pipe Factory is producing PE Pipes for PGN's Independent Gas Network in the Jakarta - Tangerang area and for the Ministry of Energy and Mineral Resources program in Wajo Regency, Banggai, South Sulawesi.

4.7

INFORMASI REALISASI INVESTASI BARANG MODAL REALIZATION OF CAPITAL GOODS INVESTMENT

PGAS Solution melakukan investasi barang modal di tahun 2021 dimaksudkan untuk menunjang kegiatan pekerjaan baik internal maupun eksternal. Berikut rekapitulasinya di tahun 2021:

PGAS Solution invested in capital goods in 2021 to support internal and external work activities. Recapitulation for the Company's spending are described below:

Jenis Investasi Investment Type	Tujuan Investasi Investment Purpose	Nilai Investasi (rupiah) Investment Value (rupiah)
Alat penunjang operasi Tools to support operational reliability	Untuk menunjang peralatan operasi To support operating equipment	Rp7.101.503.618
Total Investasi Barang Modal Total Investment in Capital Goods		Rp7.101.503.618

4.8

ANALISIS PERBANDINGAN ANTARA REALISASI PENCAPAIAN TARGET 2020 DAN PROYEKSI 2021

COMPARATIVE ANALYSIS BETWEEN 2020 TARGET ACHIEVEMENT REALIZATION AND 2021 PROJECTION

Upaya PGAS Solution dalam memenuhi target RKAP 2021 membuahkan hasil positif. Realisasi target pendapatan mencapai 66% dan target laba bersih terpenuhi 34%. Ini menunjukkan strategi yang diterapkan Perseroan sudah tepat dalam situasi pandemi yang masih berlangsung hingga kini.

PGAS Solution's efforts to meet the 2021 RKAP target have yielded positive results, with the realization of the revenue target reaching 66% and the net profit target reaching 34% from the expectation. This achievement validated the strategy implemented by the Company in the current pandemic situation.

TARGET, REALISASI, DAN PROYEKSI TARGET, REALIZATION, AND PROJECTION

(miliar Rupiah)
(billion IDR)

Keterangan Description	Rev. RKAP 2021 CWBP 2021	Realisasi 2021 Realization in 2021		RKAP 2022 CWBP 2022
		Realisasi Realization	Pencapaian (%) Achievement (%)	
Pendapatan Usaha Business Income	3.342,55	2.215,62	66%	5.304,56
Harga Pokok Penjualan Cost of Goods Sold	(3.085,65)	(1.932,96)	63%	(4.940,23)
Laba Kotor Gross Profit	256,90	282,66	110%	364,33
Beban Usaha Operating Expenses	(98,60)	(151,19)	154%	(109,63)
Laba Usaha Operating Profit	158,51	131,46	83%	254,70
Pendapatan (Beban) Lain Other Income (Expenses)	(4,81)	(32,60)	678%	(0,31)
Laba Sebelum Pajak Profit Before Tax	153,50	27,40	18%	255,01
Beban Pajak Income Tax Expense	(74,79)	(71,45)	96%	(124,30)
Net Profit Net Profit	78,70	25,01	32%	130,71



Keterangan Description	Rev. RKAP 2021 CWBP 2021	Realisasi 2021 Realization in 2021		RKAP 2022 CWBP 2022
		Realisasi Realization	Pencapaian (%) Achievement (%)	
Total Aset Total Assets	1.601,09	1.851,64	116%	1.855,59
Total Kewajiban Total Liability	629,95	942,70	150%	756,93
Total Ekuitas Total Equity	971,13	908,93	94%	1.098,66

TARGET, REALISASI, DAN PROYEKSI INVESTASI

INVESTMENT TARGET, REALIZATION, AND PROJECTION

Realisasi investasi pada tahun 2021 sebesar Rp7,10 miliar, tercapai 86% dari target tahun 2021 sebesar Rp8,21 miliar. Pada tahun 2022, kegiatan investasi diproyeksikan sebesar Rp25,51 miliar.

In 2021, the investment realization was IDR7.10 billion, reaching 86% of the 2021 target of IDR8.21 billion. In 2022, investment activities are projected to reach IDR25.51 billion.

(miliar Rupiah)
(billion IDR)

Keterangan Description	Rev. RKAP 2021 CWBP 2021	Realisasi 2021 Realization in 2021		RKAP 2022 CWBP 2022
		Realisasi Realization	Pencapaian (%) Achievement (%)	
Alat Penunjang Operasi Operating Supporting Utilities	8,21	7,10	86%	25,51
Peralatan kantor Office Supplies	-	-	-	-
Lisensi Certification	-	-	-	-
Pengembangan Bisnis Business Development	-	-	-	-
Jumlah Total	8,21	7,10	86%	25,51

TARGET, REALISASI, DAN PROYEKSI PEROLEHAN PRODUK & JASA

TARGET, REALIZATION, AND PROJECTION OF INCOME FROM PRODUCTS AND SERVICES

Realisasi perolehan produk dan jasa pada tahun 2021 sebesar Rp2.215,62 miliar, tercapai 66% dari target tahun 2021 sebesar Rp3.342 miliar. Pada tahun 2022, kegiatan produk dan jasa diproyeksikan sebesar Rp5.304 miliar.

In 2021, the product and services acquisition realization amounted to IDR2,215.62 billion, which was 66% of the target in 2021 of IDR3,342 billion. In 2022, the Company projects that product and service activities will reach IDR5,304 billion.

(miliar Rupiah)
(billion IDR)

Keterangan Description	Rev. RKAP 2021 CWBP 2021	Realisasi 2021 Realization in 2021		RKAP 2022 CWBP 2022
		Realisasi Realization	Pencapaian (%) Achievement (%)	
EPC	2.454,49	1.468,57	60%	4.402,42
Operasi & Pemeliharaan Operation & Maintenance	675,63	622,80	92%	726,09
Trading	-	-	-	-
Supply Chain	142,66	62,23	44%	90,45
Engineering	69,77	62,02	89%	85,60
Jumlah Perolehan Total	3.342,55	2.215,62	66%	5.304,56

TARGET, REALISASI, DAN PROYEKSI ASPEK KEUANGAN

TARGET, REALIZATION, AND PROJECTION OF TOTAL ASSETS

PROYEKSI ASET

Realisasi jumlah aset pada tahun 2021 sebesar Rp1.851 miliar, tercapai 116% dari target tahun 2021 sebesar Rp1.601 miliar. Pada tahun 2022, jumlah aset diproyeksikan sebesar Rp1.855 miliar.

ASSET PROJECTION

In 2021, the realization of total assets amounted to IDR1,851 billion, which was 116% of the 2021 target of IDR1,601 billion. In 2022, total assets are projected to reach IDR1,855 billion.

Target, Realisasi, dan Proyeksi Aset

Target, Realization, and Projection of Total Assets

(miliar Rupiah)
(billion IDR)



Keterangan Description	Rev. RKAP 2021 CWBP 2021	Realisasi 2021 Realization in 2021		RKAP 2022 CWBP 2022
		Realisasi Realization	Pencapaian (%) Achievement (%)	
Aset Lancar Current Assets	1.017,54	1.705,81	168%	1.645,41
Aset Tidak Lancar Non-Current Assets	583,56	144,39	25%	210,18
Jumlah Aset Total Assets	1.601,09	1.850,20	116%	1.855,59

PROYEKSI LIABILITAS

Realisasi jumlah liabilitas pada tahun 2021 sebesar Rp942 miliar, tercapai 150% dari target tahun 2021 sebesar Rp629miliar. Pada tahun 2022, jumlah liabilitas diproyeksikan sebesar Rp756 miliar.

LIABILITY PROJECTION

In 2021, the realization of total liabilities was IDR942 billion, which was 150% of the 2021 target of IDR629 billion. In 2022, total liabilities are projected to reach IDR756 billion.

Target, Realisasi, dan Proyeksi Liabilitas

Target, Realization, And Projection of Total Liabilities

(miliar Rupiah)
(billion IDR)



Keterangan Description	Rev. RKAP 2021 CWBP 2021	Realisasi 2021 Realization in 2021		RKAP 2022 CWBP 2022
		Realisasi Realization	Pencapaian (%) Achievement (%)	
Liabilitas Jangka Pendek Current Liabilities	586,40	884,80	151%	712,30
Liabilitas Jangka Panjang Non-Current Liabilities	43,56	57,94	133%	44,63
Jumlah Liabilitas Total Liability	629,95	942,74	150%	756,93

PROYEKSI EKUITAS

Realisasi jumlah ekuitas pada tahun 2021 sebesar Rp908 miliar, atau tercapai 94% dari target tahun 2021 sebesar Rp971 miliar. Pada tahun 2022, jumlah ekuitas diproyeksikan sebesar Rp1.098 miliar.

EQUITY PROJECTION

In 2021, the realization of total equity was IDR908 billion, or 94% of the 2021 target of IDR971 billion. In 2022, total equity is projected to reach IDR1,098 billion.

Target, Realisasi, dan Proyeksi Ekuitas

Target, Realization, and Projection of Total Equity

(miliar Rupiah)
(billion IDR)



Keterangan Description	Rev. RKAP 2021 CWBP 2021	Realisasi 2021 Realization in 2021		RKAP 2022 CWBP 2022
		Realisasi Realization	Pencapaian (%) Achievement (%)	
Modal Disetor Paid-in Capital	85	85	100%	85
Saldo Laba: Retained Earning:				
Ditetapkan Penggunaannya Defined Usage	17	17	100%	17
Tidak Ditetapkan Penggunaannya Non-Defined Usage	866,35	794,70	92%	863,16
Komprehensif Lainnya Other Comprehensives	2,74	10,75	392%	2,74
Kepentingan Non Pengendali Non-Controlling Interests	0,04	0,04	100	0,04
Jumlah Ekuitas Total Equity	971,13	908,93	94%	1.098,66

PROYEKSI ARUS KAS

Realisasi arus kas pada tahun 2021 sebesar Rp713 miliar, tercapai 664% dari target tahun 2021 sebesar Rp107 miliar. Pada tahun 2022, arus kas diproyeksikan sebesar Rp530 miliar.

CASH FLOW PROJECTIONS

In 2021, the amount of realized cash flow was IDR713 billion, which was 664% of the 2021 target of IDR107 billion. In 2022, cash flows are projected to reach IDR530 billion.

Target, Realisasi, dan Proyeksi Arus Kas

Target, Realization, and Projection of Cash Flow

(miliar Rupiah)
(billion IDR)



Keterangan Description	Rev. RKAP 2021 CWBP 2021	Realisasi 2021 Realization in 2021		RKAP 2022 CWBP 2022
		Realisasi Realization	Pencapaian (%) Achievement (%)	
Kenaikan Bersih Kas dan Setara Kas Net Increase in Cash and Cash Equivalents	107,49	556,23	517%	530,42
Kas Bersih diperoleh dari Aktivitas Operasi Net Cash Earned from Operating Activities	152,22	799,96	526%	454,52
Kas Bersih digunakan untuk Aktivitas Investasi Net Cash Used for Investment Activities	(10,83)	(113,72)	1.050%	(25,51)
Kas Bersih diperoleh dari Aktivitas Pendanaan Net Cash Earned from Funding Activities	(197,55)	(130)	66%	0
Jumlah Kas dan Setara Kas Akhir Tahun Total Cash and Cash Equivalents	107,49	713,55	664%	530,42

LABA BERSIH

NET PROFIT

Realisasi laba bersih pada tahun 2021 sebesar Rp26 miliar, tercapai 34% dari target tahun 2021 sebesar Rp78 miliar. Pada tahun 2022, laba bersih diproyeksikan sebesar Rp130 miliar.

In 2021, the amount of realized net profit was IDR26 billion, which was 34% of the 2021 target of IDR78 billion. In 2022, net profit is projected to reach IDR130 billion.

Target, Realisasi, dan Proyeksi Keuangan

Financial Target, Realization, and Projection

(miliar Rupiah)
(billion IDR)



Keterangan Description	Rev. RKAP 2021 CWBP 2021	Realisasi 2021 Realization in 2021		RKAP 2022 CWBP 2022
		Realisasi Realization	Pencapaian (%) Achievement (%)	
Pendapatan Usaha Business Revenue	3.342,55	2.215,62	66%	5.304,56
Laba Usaha Business Profit	158,51	131,46	83%	254,70
Laba Sebelum Pajak Profit Before Tax	153,50	27,40	18%	255,01
Beban Pajak Tax Expenses	(74,79)	(71,45)	96%	(124,30)
Laba Bersih Tahun Berjalan Current Year Net Profit	78,70	25,01	32%	130,71
Jumlah Laba Komprehensif Tahun Berjalan Current Year Total Comprehensive Profit	78,70	34,45	44%	130,71

PROYEKSI STRUKTUR MODAL

PROJECTION OF CAPITAL STRUCTURE

Realisasi struktur modal pada tahun 2021 sebesar Rp908 miliar, tercapai 94% dari target tahun 2021 sebesar Rp971 miliar. Pada tahun 2022 jumlah ekuitas diproyeksikan sebesar Rp1.098 miliar.

In 2021, the realized capital structure amount was IDR908 billion, which was 94% of the 2021 target of IDR971 billion. In 2022 the total equity is projected to reach IDR1,098 billion.

Target, Realisasi, dan Proyeksi Struktur Modal

Target, Realization, and Projection of Capital Structure

(miliar Rupiah)
(billion IDR)



Keterangan Description	Rev. RKAP 2021 CWBP 2021	Realisasi 2021 Realization in 2021		RKAP 2022 CWBP 2022
		Realisasi Realization	Pencapaian (%) Achievement (%)	
Ekuitas Equity	971,13	908,93	94%	1.098,66

4.9

INFORMASI DAN FAKTA MATERIAL SETELAH TANGGAL LAPORAN AKUNTAN

SIGNIFICANT INFORMATION & FACT SUBSEQUENT TO FINANCIAL REPORTING

Pada tahun 2021, tidak terdapat informasi dan fakta material atau kejadian penting setelah tanggal laporan akuntan, sehingga tidak terdapat informasi mengenai dampaknya terhadap kinerja dan risiko usaha di masa mendatang.

Throughout 2021, no significant information, facts or events took place after the date of financial reporting. Therefore, no information is available concerning its effect to business performance and future risks.

4.10

KEBIJAKAN DIVIDEN

DIVIDEND POLICY

Sesuai dengan keputusan pemegang saham pada tanggal 30 Juni 2021, para pemegang saham memutuskan tidak membagikan dividen dari laba bersih Perseroan. Dengan demikian, laba bersih Perseroan digunakan sebagai cadangan lain guna mendukung kegiatan operasional dan pengembangan usaha Perseroan.

In accordance with the shareholders' resolution on June 30, 2021, the shareholders decided that there would be no dividend distribution from the Company's net profit. Therefore, the Company's net profit will be used as another reserve to support its operational activities and business development.

Pembagian Dividen Tahun 2021

Dividend Payment 2021



Keterangan Description	Pendapatan (miliar rupiah) Revenue (billion IDR)
Jumlah Laba Bersih 2021 (miliar rupiah) Total Net Profit (billion IDR)	26.440.429.615
Jumlah Dividen (miliar rupiah) Total Dividend (billion IDR)	-
Jumlah Dividen per Saham (rupiah) Total Dividend per share (IDR)	-
Payout Ratio (%)	-
Tanggal Pengumuman Date of Announcement	-

Perbandingan Pembagian Dividen

Comparison of Distributed Dividend



Tahun Year	Jumlah (miliar rupiah) Total (billion IDR)	Tanggal Pembayaran Dividen Dividend Payment Date
2017	375,00	30 November 2017 November 30, 2017
2018	67,55	19 Juli 2021 July 19, 2021
2019	-	-
2020	-	-
2021	-	-

4.11

PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN DAN/ATAU MANAJEMEN (MSOP / ESOP)

EMPLOYEE AND/OR MANAGEMENT STOCK OPTION PROGRAM (MSOP/ESOP)

Sampai dengan tahun 2021, sebesar 99,91% saham PGAS Solution dimiliki oleh PT Pertamina Gas Negara Tbk., sedangkan 0,09% sisanya berada di tangan Yayasan Kesejahteraan Pegawai dan Pensiunan Gas Negara (YKPP). Manajemen dan karyawan tidak turut andil sehingga tidak ada informasi terkait jumlah saham dalam *Management Stock Option Program* (MSOP) ataupun *Employee Stock Option Program* (ESOP), berikut realisasi, jangka waktu, persyaratan karyawan, manajemen yang berhak, serta harga pelaksanaan.

As of 2021, PGAS Solution shares are owned by two entities: PT Pertamina Gas Negara Tbk. held 99.91% of shares, while the remaining 0.09% is owned by the National Gas Employees and Pensioners' Welfare Foundation (YKPP). Management and employees do not take part of the Employee/Management Stock Option (MSOP/ESOP) program, nor do the Company offer such program, so there is no information regarding the number of shares circulating in the MSOP/ESOP, as well as the realization, timeframe, employee requirements, eligible management, and exercise price.

4.12

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

REALIZATION OF FUNDS USAGE FROM PUBLIC OFFERINGS

Sampai dengan tahun 2021, PGAS Solution bukanlah perusahaan terbuka (*go public*) dan tidak melakukan penawaran umum di Bursa Efek sehingga tidak ada informasi terkait total perolehan dana, rencana penggunaan dana, rincian penggunaan dana, saldo, dan tanggal persetujuan Rapat Umum Pemegang Saham (RUPS) atas perubahan penggunaan dana.

As of 2021, PGAS Solution is not a publicly-listed company and does not offer its stocks publicly on the Stock Exchange. Therefore, there is no information regarding the total proceeds of the public offering, plans for use of funds, details of the funds usage, balances, and the date of approval of the General Meeting of Shareholders (GMS) for changes in the use of funds.

4.13

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU DENGAN PIHAK AFILIASI / BERELASI

INFORMATION ON MATERIAL TRANSACTION CONTAINING CONFLICT OF INTEREST WITH AFFILIATED PARTIES

Laporan Tahunan dan Laporan Keuangan PGAS Solution mencatat seluruh transaksi dengan pihak berelasi. Seluruh transaksi dengan pihak berelasi yang dilakukan telah disetujui oleh kedua belah pihak dan bersifat wajar. Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan Perseroan. Sepanjang tahun 2021, transaksi dengan pihak berelasi mayoritas berasal dari proyek di bidang operasi dan pemeliharaan.

PGAS Solution's Annual Report and Financial Statements record all transactions with related parties; all of them have been approved by both parties and are considered fair. Related parties are people or entities related to the Company. Throughout 2021, most transactions with related parties came from operations and maintenance projects.

SIFAT HUBUNGAN BERELASI

1. PT Pertamina Gas Negara Tbk. adalah entitas induk.
2. Seluruh entitas yang dikendalikan, atau dipengaruhi secara signifikan oleh PT Pertamina Gas Negara Tbk.
3. Pemerintah Republik Indonesia adalah Pemegang Saham Utama PT Pertamina Gas Negara Tbk.
4. Seluruh entitas yang dimiliki dan dikendalikan, atau dipengaruhi secara signifikan oleh Pemerintah Republik Indonesia.
5. Komisaris dan Direksi merupakan manajemen kunci.

NATURE OF AFFILIATION

1. PT Pertamina Gas Negara Tbk. as the parent entity of PGAS Solution.
2. All entities controlled, or significantly influenced by PT Pertamina Gas Negara Tbk.
3. The Government of the Republic of Indonesia as the Major Shareholder of PT Pertamina Gas Negara Tbk.
4. Every entities that are owned and controlled, or significantly influenced by the Government of the Republic of Indonesia.
5. Commissioners and Directors as the key management of the Company.

TUJUAN TRANSAKSI PIHAK BERELASI

Transaksi dengan pihak berelasi bertujuan untuk mengoptimalkan potensi dan arus kas yang ada di dalam Grup PGN.

PURPOSE OF AFFILIATED TRANSACTIONS

Transactions with related parties are done to maximize the potential and cash flows of the PGN Group.

Nilai Transaksi Pihak Berelasi

Value of transactions with Affiliated Parties



No.	Perusahaan Company	Jenis Transaksi Type of Transaction	Alasan Dilakukannya Transaksi Reasons of Transactions	Realisasi pada periode tahun terakhir (dalam miliar rupiah) Realization in the Last Year (in billion IDR)	Pemenuhan Peraturan Fulfillment of Regulations
1	PT Pertamina Gas Negara	Kegiatan operasi dan pemeliharaan Operations and Maintenance	Pemeliharaan jaringan pipa PGN di 15 kota Maintenance of PGN's pipeline network in 15 cities	681.383.618.502	Sesuai dengan kontrak yang disepakati kedua belah pihak Pursuant to the contract agreed upon by both parties
2	PT Pertamina Gas	Kegiatan Konstruksi Construction Work	Jasa Perancangan, Pengadaan dan Konstruksi Penggantian Pipa Minyak Wilayah Kerja Rokan	1.173.170.981.132	Sesuai dengan kontrak yang disepakati kedua belah pihak Pursuant to the contract agreed upon by both parties
3	PT Pertamina Gas	Kegiatan Konstruksi Construction Work	Rektifikasi Free Span Pipa Gas Bawah Laut 28" Pagerungan-Porong PT Pertamina Gas Eastern Java Area - Pagerungan Porong	83.855.475.000	Sesuai dengan kontrak yang disepakati kedua belah pihak Pursuant to the contract agreed upon by both parties
4	PT Pertamina Gas	Kegiatan Konstruksi Construction Work	Jasa Perancangan, Pengadaan dan Konstruksi (EPC) Infrastruktur Distribusi Gas Aroma Kopi - Demak	58.801.600.000	Sesuai dengan kontrak yang disepakati kedua belah pihak Pursuant to the contract agreed upon by both parties
5	PT Pertamina Gas	Kegiatan Konstruksi Construction Work	Jasa Perancangan, Pengadaan dan Konstruksi (EPC) Pembangunan Receiving Facility Cepu, No.S19MPL040A - Cepu	50.246.153.100	Sesuai dengan kontrak yang disepakati kedua belah pihak Pursuant to the contract agreed upon by both parties
6	PT Pertamina Gas	Kegiatan operasi dan pemeliharaan Operations and Maintenance	Pengoperasian dan pemeliharaan pipa dan SM SPBG WJA	13.575.104.902	Sesuai dengan kontrak yang disepakati kedua belah pihak Pursuant to the contract agreed upon by both parties

No.	Perusahaan Company	Jenis Transaksi Type of Transaction	Alasan Dilakukannya Transaksi Reasons of Transactions	Realisasi pada periode tahun terakhir (dalam miliar rupiah) Realization in the Last Year (in billion IDR)	Pemenuhan Peraturan Fulfillment of Regulations
7	PT Kalimantan Jawa Gas	Kegiatan operasi dan pemeliharaan jaringan pipa PT KJG Operations and Maintenance of PT KJG's pipeline network	Pelaksanaan kegiatan operasi & pemeliharaan jaringan pipa PT KJG Kepodang-Tambak Lorok Operations and Maintenance of PT KJG's pipeline network Kepodang-Tambak Lorok	9.707.157.937	Sesuai dengan kontrak yang disepakati kedua belah pihak Pursuant to the contract agreed upon by both parties

FAIRNESS OF RELATED PARTY TRANSACTIONS

Seluruh transaksi yang dilakukan dengan pihak-pihak berelasi, baik dilakukan dengan kondisi dan persyaratan dengan pihak ketiga maupun tidak, telah dilaksanakan sesuai dengan kontrak yang berlaku dan dicatat sesuai dengan PSAK yang berlaku.

FAIRNESS OF RELATED PARTY TRANSACTIONS

All transactions carried out with related parties, whether done with or without conditions and terms with third parties, has followed the applicable contract and recorded in accordance with the applicable PSAK.



4.14

INFORMASI MATERIAL TERKAIT TRANSAKSI INVESTASI, EKSPANSI, DIVESTASI, AKUISISI, DAN RESTRUKTURISASI

SIGNIFICANT INFORMATION CONCERNING INVESTMENT, EXPANSION, DIVESTMENT, ACQUISITION AND RESTRUCTURING

INVESTASI

Pada tahun 2021, investasi barang modal yang dilakukan PGAS Solution terbagi ke dalam tiga kategori yaitu, mesin dan peralatan, inventaris kantor, serta License-SENA. Investasi ini dilakukan untuk memperkuat segmen operasi dan segmen konstruksi. Total investasi yang dilakukan pada tahun ini sesuai dengan nilai buku 2021, yaitu sebesar Rp7,10 miliar.

EKSPANSI

Kegiatan-kegiatan investasi yang diwujudkan PGAS Solution pada tahun 2021 berkaitan dengan proses tindakan aktif yang bersifat mengembangkan cakupan usaha atau biasa disebut ekspansi. Tindakan ekspansi yang dilakukan oleh PGAS Solution antara lain memulai produksi Pipa PE dengan merek Solfipe.

Selain itu program *"One Stop Solution Services"* yang ditawarkan sejak tahun 2019 kian mempermudah ekspansi bisnis PGAS Solution. Program ini menawarkan jasa konstruksi untuk konversi infrastruktur ke bahan bakar gas sekaligus jasa operasi dan pemeliharannya, beserta investasi biaya Capital Expenditure yang disediakan oleh PGAS Solution di awal. Melalui program ini pelanggan bisa mendapatkan kemudahan dengan pelunasan menggunakan skema pembayaran cicilan.

INVESTMENT

In 2021, the Company's capital goods investments were divided into three categories: machinery and equipment, office inventory, and License-SENA. Those investments are placed to strengthen the operating and construction segment, with a total of IDR7.10 billion, as observed in the 2021 book value.

EXPANSION

In 2021, the Company realized investments related to the business expansion, which can be described as an active effort to expand the business scope. Expansion actions taken by the Company include starting the production of PE Pipes under the Solfipe brand.

In addition, the *"One Stop Solution Services"* program offered since 2019 have eased the Company's expansion effort. This program offers construction services for the conversion of legacy infrastructures to utilize gas fuel, operation and maintenance services, as well as investment in Capital Expenditure costs provided by PGAS Solution at the outset. Customers opting to use this service can pay comfortably and easily through financing/instalment schemes.

DIVESTASI

Divestasi merupakan pengurangan beberapa jenis aset baik dalam bentuk finansial atau barang. Pada tahun 2021, PGAS Solution tidak melakukan divestasi, sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, sumber dana, dan hasil kegiatan divestasi.

AKUISISI

Akuisisi merupakan pembelian suatu perusahaan oleh perusahaan lain atau kelompok investor. Pada tahun 2021, PGAS Solution tidak melakukan kegiatan akuisisi usaha, sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, maupun sumber dana dari hasil kegiatan akuisisi.

RESTRUKTURISASI UTANG/MODAL

Restrukturisasi utang merupakan salah satu alternatif yang digunakan oleh Perseroan. Pada tahun 2021, PGAS Solution tidak melakukan restrukturisasi utang atau modal, sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, maupun sumber dana dari hasil kegiatan restrukturisasi.

DIVESTMENT

Divestment is defined as "the reduction of several types of assets, either physical or financial." In 2021, PGAS Solution did not carry any divestment acts. Therefore, there is no information regarding the purpose, value or number of transactions, sources of funds, and results of divestment activities.

ACQUISITION

Acquisition is defined as the act of purchasing a company by another company or group of investors. In 2021, PGAS Solution did not acquire any other company. Therefore, there is no information regarding the purpose, value or number of transactions, or the source of funds from the acquisition activities.

DEBT/CAPITAL RESTRUCTURING

Debt restructuring is one of the alternative transaction methods used within the Company. In 2021, PGAS Solution did not restructure its debt or capital. Therefore, there is no information regarding the purpose, value or number of transactions, nor the source of funds from the results of restructuring activities.

4.15

PERUBAHAN PERATURAN SIGNIFIKAN DAN DAMPAKNYA TERHADAP PERSEROAN

SIGNIFICANT CHANGES IN THE REGULATION AND ITS IMPACT ON CORPORATE PERFORMANCE

Terdapat sejumlah perubahan peraturan-peraturan dari PGN selaku Induk Perusahaan yang berpengaruh terhadap kebijakan PGAS Solution selama tahun 2021, antara lain:

1. Surat PGN Nomor: 010800.S/KU.00.00/FIN/2021 perihal Penyusunan Usulan RKAP Tahun 2022 – Anak Perusahaan dan Afiliasi tanggal 16 April 2021 (“**Surat PGN**”).

Dampak: Penyusunan RKAP Tahun 2022 PT PGAS Solution mengacu pada Surat PGN.

2. Pedoman *Whistleblowing System* PT Perusahaan Gas Negara Tbk Nomor: P-002/A011 Rev 00 tanggal 2 Agustus 2021.

Dampak: Perseroan merevisi Pedoman *Whistleblowing System* P-002/100.09 tanggal 4 Mei 2020 menjadi Pedoman *Whistleblowing System* P-002/100.09 Revisi 01 tanggal 4 Oktober 2021.

3. Surat PGN Nomor: 019800.S/PR.00/SBD/2021 tanggal 15 September 2021 tentang *Cascading* RJPP Subholding Gas 2021-2026 ke PT PGAS Solution (“**Surat PGN Nomor: 019800**”)

Dampak: Penyusunan *Cascading* RJPP 2021-2026 PT PGAS Solution mengacu pada Surat PGN Nomor: 019800 serta sesuai dengan prinsip Tata Kelola Perusahaan yang Baik sebagai dasar pelaksanaan kegiatan usaha Perseroan guna mencapai sasaran Subholding Gas secara konsolidasi.

PGN as the Parent Company of PGAS Solution has implemented various policy changes that will affect PGAS Solution’s policy during 2021, including:

1. PGN Letter Number: 010800.S/KU.00.00/FIN/2021 regarding the Preparation of Proposed RKAP 2022 – Subsidiaries and Affiliates dated April 16, 2021 (“**PGN Letter**”).

Impact: PT PGAS Solution’s 2022 RKAP preparation was done by referring to the PGN Letter.

2. Guidelines for the Whistleblowing System of PT Perusahaan Gas Negara Tbk Number: P-002/A011 Rev 00 dated August 2, 2021.

Impact: The Company revised the Whistleblowing System Guidelines P-002/100.09 dated May 4, 2020, resulting with the issuance of Whistleblowing System Guidelines P-002/100.09 Revision 01 dated October 4, 2021.

3. PGN Letter Number: 019800.S/PR.00/SBD/2021 dated September 15, 2021 regarding *Cascading* RJPP Subholding Gas 2021-2026 to PT PGAS Solution (“**PGN Letter Number: 019800**”)

Impact: The preparation of PT PGAS Solutions’ 2021-2026 *Cascading* RJPP was done by referring to the PGN Letter Number: 019800. The process was found to be in accordance with Good Corporate Governance principles as the basis for implementing the Company’s business activities in order to achieve the target of Subholding Gas on a consolidated basis.

4. KPPS Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor: 062PTK/OT.00.02/102/2021 tanggal 12 Oktober 2021 tentang Persetujuan RKAP Tahun 2021 Revisi dan *Key Performance Indicator* (KPI) tahun 2021 (“**KPPS**”).

Dampak: Pelaksanaan RKAP Tahun 2021 dan KPI mengacu pada KPPS.

5. Surat PT Perusahaan Gas Negara Tbk (“**PGN**”) Nomor: 043200.S/PR.06.02/CST/2021 tanggal 27 Desember 2021 perihal Penyusunan Board Manual Perusahaan Terkendali PGN. Revisi Board Manual PT Perusahaan Gas Negara Tbk yang telah ditandatangani oleh Direksi dan Dewan Komisaris PGN pada tanggal 13 Desember 2021 (“**Board Manual PGN**”) untuk digunakan sebagai referensi dalam penyusunan Board Manual Perusahaan Terkendali.

Dampak: Penyusunan Board Manual PT PGAS Solution mengacu pada Board Manual PGN dengan dilakukan penyesuaian terhadap regulasi yang berlaku di Perseroan.

4. Circular KPPS of Shareholders PT PGAS Solution Number: 062PTK/OT.00.02/102/2021 dated October 12, 2021 concerning Approval of RKAP 2021 Revision and Key Performance Indicator (KPI) in 2021 (“**KPPS**”).

Impact: The implementation of PT PGAS Solution’s 2021 RKAP and KPI refers to the KPPS circular.

5. Letter of PT Perusahaan Gas Negara Tbk (“**PGN**”) Number: 043200.S/PR.06.02/CST/2021 dated December 27, 2021 regarding the Preparation of the Manual Board of PGN Controlled Companies. Revision of the Board Manual of PT Perusahaan Gas Negara Tbk which was signed by the Board of Directors and Board of Commissioners of PGN on December 13, 2021 (“**PGN Board Manual**”) to be used as a reference in the preparation of the Board Manual of the Controlled Company.

Impact: The preparation of PT PGAS Solution’s Board Manual referred to the PGN’s Board Manual with adjustments made accordingly based on applicable regulations in the Company.

4.16

PERUBAHAN KEBIJAKAN AKUNTANSI ALTERATIONS IN ACCOUNTING POLICIES

Kebijakan akuntansi PGAS Solution mengacu kepada PSAK dan pedoman akuntansi yang ada di PGN selaku induk usaha. Pada tahun 2021, tidak terjadi perubahan kebijakan akuntansi di PGAS Solution, sehingga tidak ada informasi terkait perubahan kebijakan akuntansi, alasan perubahan kebijakan akuntansi, dan dampaknya secara kuantitatif terhadap laporan keuangan Perseroan. PGAS Solution masih mencatatkan pendapatan dan beban pokok pendapatan sesuai dengan perkembangan fisik yang telah dikerjakan. Hal ini sesuai dengan PSAK 72 terkait standar pengakuan pendapatan.

PGAS Solution applies accounting policies in accordance with PSAK and accounting guidelines in PGN as the parent company. In 2021, PGAS Solution did not change its accounting policies, so there is no information regarding changes in accounting policies, reasons for changes in accounting policies, and their quantitative impact on the Company's financial statements. Also, in accordance with PSAK 72 regarding revenue recognition standards, PGAS Solution is still recording revenue and cost of revenue in accordance with the physical development of the project work that has been done.



4.17

INFORMASI KELANGSUNGAN USAHA INFORMATION ON BUSINESS CONTINUITY

Seperti yang telah diketahui bahwa tahun 2021 merupakan tahun yang terbilang berat bagi hampir seluruh sektor industri, bukan hanya di Indonesia bahkan mancanegara. Hal tersebut tentunya merupakan dampak dari terjadinya pandemi penyebaran virus Covid – 19 yang mendunia dan menjadi kekhawatiran bersama seluruh bangsa dan lapisan masyarakat. Sehubungan dengan hal tersebut, tentu PGAS Solution selaku pelaku bisnis di sektor infrastruktur mendapatkan pengaruh yang cukup signifikan dikarenakan beberapa hal, yaitu diantaranya adalah kondisi perekonomian nasional dan global yang sangat fluktuatif cenderung mengalami penurunan.

Kondisi pandemi tentu tidak dapat dihindari, namun PGAS Solution tetap berusaha yang terbaik dalam melakukan tindakan strategi untuk mengatasi dan memperkecil dampak dari pandemi tersebut. Beberapa strategi yang dilakukan untuk dapat tetap melangsungkan kegiatan usaha adalah diantaranya dengan penerapan sistem kerja Work from Office Flexible, optimalisasi pelaksanaan program kerja dengan metode berbasis daring/virtual, memperketat protokol kesehatan yang selaras dengan program dari pemerintah daerah dan pemerintah pusat serta melaksanakan program vaksinasi dan booster vaksin untuk seluruh pekerja.

Kelangsungan usaha PGAS Solution tidak mengalami hambatan yang signifikan, khususnya terkait kendala keuangan. Strategi yang digunakan adalah dengan penerapan efisiensi biaya operasional KPI, optimalisasi arus kas perusahaan sehingga menghindari pinjaman bank dan munculnya beban bunga serta penggunaan aplikasi keuangan untuk tujuan transparansi informasi, efisiensi proses dan *monitoring*. Perusahaan tetap mampu membayar kewajibannya. Kelangsungan usaha PGAS Solution dapat dilihat melalui opini "Wajar Tanpa

As mentioned before in the previous chapter of this report, 2021 was a tough year for almost all industrial sectors across the world due to the impact of the global Covid-19 pandemic, which became a concern for all citizens of the world. In this regard, it can be said that as a business dealing with the infrastructure sector, PGAS Solution got a significant influence due to various contributing factors, including the highly volatile national and global economic conditions that tend to decline.

Despite all odds, the pandemic situation is something that cannot be avoided. However, PGAS Solution is still trying its best in carrying out strategic actions to overcome and minimize the impact of the pandemic to the work productivity and activities, such as implementing a Work from Office Flexible work system, optimizing the implementation of work programs with online/virtual-based methods, tightening health protocols that are in line with programs from local and central governments as well as implementing vaccination and vaccination programs. vaccine booster for all workers.

The continuity of PGAS Solution's business did not experience significant obstacles, particularly related to financial constraints. The strategies used to contain the effect of the pandemic are implementing KPI operational cost efficiency, optimizing the company's cash flow to avoid bank loans and related interest expenses, and the use of financial applications to achieve information transparency, process efficiency, and enable monitoring. As a result, the Company is still able to pay its obligations. PGAS Solution's business continuity can be seen through the "Unqualified"

Pengecualian” atas Laporan Keuangan Kantor Akuntan Publik, kinerja operasional, dan kinerja keuangan.

ASUMSI KELANGSUNGAN USAHA

Berdasar analisis SWOT (*Strength, Weakness, Opportunity, and Threat*), posisi Perusahaan dapat dilihat ke dalam empat kuadran:

Kuadran III (WO/Turn Around)
 Quadrant III (WO/Turn Around)

Menandakan sebuah organisasi yang lemah namun memiliki peluang. Disarankan untuk mengubah strategi.

This organization is weak but it has opportunities. The organization is advised to change their strategy.

Kuadran IV (WT/Survival)
 Quadrant IV (WT/Survival)

Sebuah organisasi yang lemah sekaligus menghadapi tantangan besar. Perusahaan disarankan untuk menggunakan strategi bertahan, serta mengendalikan kinerja internal agar tidak semakin turun.

A weak organization which is, at the same time, facing big challenges. Companies classified in this quadrant are advised to use defensive strategy, and controlling internal performance so that it does not decrease further

Berdasarkan analisis tersebut, posisi Perusahaan berada di kuadran I. Pada kuadran ini PGAS Solution merupakan perusahaan kuat dan berpotensi. Perusahaan dalam kondisi prima dan memungkinkan untuk melakukan ekspansi.

opinion from the Public Accountant Firm on the audited Financial Statements, operational performance, and financial performance.

BUSINESS CONTINUITY ASSUMPTION

Based on the SWOT (*Strength, Weakness, Opportunity, and Threat*) analysis, the Company’s position can be further analysed through these four quadrants:

Kuadran I (SO/Aggressive)
 Quadrant I (SO/Aggressive)

Sebuah perusahaan yang kuat dan berpotensi. Perusahaan dalam kondisi prima dan memungkinkan untuk melakukan ekspansi.

A strong and potential company. The company is in its best condition and expansion can be done.

Kuadran II (ST/Diversification)
 Quadrant II (ST/Diversification)

Perusahaan yang kuat namun menghadapi tantangan besar, sehingga perusahaan dalam kondisi stabil namun menghadapi sejumlah tantangan berat yang diperkirakan roda organisasi akan mengalami kesulitan untuk terus berputar bila hanya bertumpu pada strategi sebelumnya.

A strong company currently facing a big challenge. The company is stable, however, it is facing a number of severe challenges that are estimated to create a detrimental effect to the company if the company is only relying on its old strategy.

Based on this analysis, PGAS Solution is currently positioned in quadrant I. In this quadrant, PGAS Solution is deemed as a strong company with a lot of opportunities. The Company is in prime condition and allows for expansion.

Posisi PGAS Solution dalam kuadran I ini dapat diukur dari tren pendapatan lima tahun terakhir. Dalam kurun waktu tersebut PGAS Solution selalu mencatatkan laba yang cukup signifikan. Pemenuhan *upgrade* peralatan inti keproyekan dan *support IT system* dilakukan sebagai bentuk investasi keproyekan dan operasi dengan dukungan manajemen dalam mewujudkan rencana pelaksanaan investasi. Penerapan efektivitas dan efisiensi proyek juga dilakukan melalui pengembangan sumber daya manusia (SDM) berbasis manajemen proyek, penerapan sistem manajemen risiko, manajemen mutu dan K3PL berdasarkan arahan manajemen dan pemegang saham serta tindak lanjut komitmen dan *awareness* terhadap sistem manajemen risiko perusahaan.

PGAS Solution kini semakin berfokus kepada kemandirian dengan cara pengembangan *corporate business & strategy* yang dituangkan dalam *Rolling Plan* Rencana Jangka Panjang Perusahaan (RJPP) berdasarkan arahan dan persetujuan manajemen dan pemegang saham. Melakukan sinergitas antara PT PGAS Solution dengan seluruh afiliasi/anak perusahaan Sub-holding Gas dan Holding Migas (PT Pertamina) dengan penyusunan program PANCASONA guna mendukung sinergitas Program Sapta PGN. Implementasi *core value* BUMN AKHLAK juga dilaksanakan di setiap level pekerja.

The Company’s position in quadrant I can be measured from its revenue trend of the last five years. During that period, PGAS Solution always recorded a significant profit. Supported by the management with the end goal to realize investment implementation plans, IT support system was implemented, and core project tool upgrades was carried out as a form of project investment and operations. The effort to increase efficiency and effectivity at every project is also carried out through the development of human resources (HR) based on project management, implementation of risk management systems, quality management and K3PL based on the direction of management and shareholders as well as follow-up commitments and awareness of the company’s risk management system.

PGAS Solution is now increasingly focusing on building its independence. To be independent, the Company needs to develop a corporate business & strategy as outlined in the Rolling Plan of the Company’s Long-Term Plan (RJPP) based on the direction and approval of management and shareholders, and the Company is focusing to fulfil all those requirements. A synergy between PT PGAS Solution and all affiliates/subsidiaries of Sub-holding Gas and Oil and Gas Holding (PT Pertamina) was formed with the end goal to support the preparation of the PANCASONA program, which in turn will support the synergy of PGN’s Sapta Program. The dissemination of BUMN AKHLAK core value is also carried out and aimed at every level of workers.

4.18

KONTRIBUSI KEPADA NEGARA

CONTRIBUTION TO THE COUNTRY

Adapun wujud nyata kontribusi PGAS Solution kepada negara ialah melalui sektor pajak. PGAS Solution senantiasa memastikan bahwa seluruh proses pemotongan dan pemungutan pajak telah disetorkan ke negara. Setoran tersebut berasal dari hasil pemotongan dan pemungutan pihak pelanggan, pihak ketiga dan sumber daya manusia.

PGAS Solution's real contribution to the state is through paying all its taxes. PGAS Solution always ensures that all tax withholding and collection processes have been reported to the state. These tax deposit reports from the results of withholding and collection involving customers, third parties and human resources.

Rincian Arus Kas
Cash Flow Description

(miliar Rupiah)
(billion IDR)



Keterangan Description	2017	2018	2019	2020	2021
PPh 4 ayat 2 Income tax 4 par. 2	17,56	16,34	15,44	9,08	15,13
PPh 21 Income tax 21	14,25	11,94	33,76	11,25	16,74
PPh 23 Income tax 23	15,69	8,75	7,48	5,52	4,79
PPh 25 Income tax 25	10,65	0,55	1,88	1,64	1,34
PPh 29 Income tax 29	0	0	0	0,06	0
Jumlah Setoran Total Deposit	36,50	78,09	75,20	27,55	38,00

4.19

INDIKATOR KINERJA UTAMA

KEY PERFORMANCE INDICATORS (KPI)

Penilaian kinerja yang diterapkan oleh PGAS Solution sebagai Anak Perusahaan PGN, merujuk kepada Keputusan Direksi PT Perusahaan Gas Negara (Persero) Tbk. Nomor 008700.K/PR.06.02/SBD/2016, tentang Sistem Penilaian Kinerja Bagi Anak Perusahaan/Afiliasi Tanggal 24 Juni 2016, yang telah beberapa kali diubah. Perubahan terakhir mengacu pada Keputusan Direksi PT Perusahaan Gas Negara Tbk. Nomor 031200.K/PR.06.02/KEU/2018 Tanggal 9 Juli 2018.

Adapun penentuan sistem penilaian kinerja didasarkan pada pencapaian *Key Performance Indicators* (KPI) yang merupakan ukuran keberhasilan pencapaian Perseroan dalam tahun tersebut. KPI PGAS Solution terdiri dari KPI Korporat dan KPI Kepatuhan yang diatur sebagaimana berikut:

- KPI Korporat adalah indikator yang fokus pada aspek-aspek kinerja Perseroan yang paling dominan dalam menentukan keberhasilan saat ini dan waktu yang akan datang.
- Kriteria KPI Korporat memenuhi hal-hal sebagai berikut:
 - Memperhatikan aspirasi Pemegang Saham dan *stakeholders* utama lainnya.
 - Selaras dengan KPI korporat PGN.
 - Merupakan KPI utama Perseroan dengan target yang selaras dengan sasaran jangka panjang dan jangka pendek Perseroan.
 - Jumlah indikator KPI Korporat yang digunakan untuk penilaian setiap tahunnya berjumlah minimal 13 (tiga belas) indikator dan maksimal 21 (dua puluh satu) indikator. Apabila dipandang perlu, indikator-indikator yang digunakan untuk penilaian dari suatu tahun ke tahun berikutnya dapat berubah mengikuti ketentuan dari *stakeholders*.

As a subsidiary of PGN, the performance appraisal implemented by PGAS Solution, refers to the Decree of the Board of Directors of PT Perusahaan Gas Negara (Persero) Tbk. Number 008700.K/PR.06.02/SBD/2016, concerning the Performance Assessment System for Subsidiaries/Affiliates dated June 24, 2016, which has been amended several times, and the latest amendment refers to the Decree of the Board of Directors of PT Perusahaan Gas Negara Tbk. Number 031200.K/PR.06.02/KEU/2018 dated July 9, 2018.

The Company determines the performance appraisal system based on the achievement of Key Performance Indicators (KPI), which measured the success of the Company's achievements in that year. PGAS Solution's KPIs are divided into Corporate KPIs and Compliance KPIs, which are regulated as follows:

- Corporate KPIs are indicators which focus on the most dominant aspects of the Company's performance in determining current and future success.
- The determination of corporate KPI criterions should take into account the following aspects:
 - Considering the aspirations of the Shareholders and other key stakeholders.
 - Aligning with PGN's corporate KPIs.
 - Positioned as the main KPI of the Company with targets that are in line with the Company's long-term and short-term goals.
 - The number of Corporate KPI indicators used for annual assessment should be comprised of at least 13 (thirteen) indicators and at most 21 (twenty-one) indicators. If deemed necessary, the indicators used for the assessment from the current and following year may change according to the provisions of the stakeholders.

5) KPI Korporat terdiri dari 4 (empat) perspektif sesuai dengan Kriteria Penilaian Kinerja Unggul (KPKU) yaitu sebagai berikut:

- **Perspektif Keuangan**, merupakan indikator kinerja utama yang keterkaitan obyektif keuangan dengan strategi unit bisnis, profitabilitas, pertumbuhan dan bauran pendapatan, reduksi biaya dan peningkatan produktivitas, utilisasi aktiva dan strategi investasi;
- **Perspektif Proses Bisnis Internal**, merupakan fokus utama Perusahaan dalam rantai nilai proses bisnis internal, manajemen operasi, manajemen pelanggan, proses inovasi dan proses regulasi & sosial;
- **Perspektif Fokus Pelanggan**, merupakan perspektif yang berkaitan dengan fokus pelanggan meliputi :
 - **Kelompok Inti**: pangsa pasar (*market share*), *customer acquisition*, *customer retention*, tingkat kepuasan pelanggan (*customer satisfaction*) dan tingkat profitabilitas pelanggan.
 - **Kelompok Pendukung**: hubungan dengan pelanggan (*customer relationship*), *corporate/ brand image* dan atribut-atribut produk (fungsi, harga dan mutu);
- **Perspektif Pembelajaran dan Pertumbuhan**, merupakan perspektif yang menunjang seluruh perspektif pada pelaksanaan refleksi kapabilitas organisasi dalam mempertahankan dan pengembangan sumber daya utamanya (manusia, organisasi dan informasi)

6) Pemilihan indikator KPI berdasarkan prinsip SMART (*Specific, Measurable, Attainable, Relevant, dan Time Bound*).

7) Sinergi dengan PGN dan anak perusahaan lainnya, serta mendorong kerjasama di Grup PGN dalam rangka membentuk kerjasama kreatif dan inovatif yang dapat menekan

5) Corporate KPIs consist of 4 (four) perspectives in accordance with the Superior Performance Assessment Criteria (KPKU), which are described as follows:

- **Financial Perspective** is a key performance indicator which measures the relation between financial objectives and business unit strategy, profitability, growth and revenue mix, cost reduction and productivity improvement, asset utilization and investment strategy;
- **Internal Business Process perspective** is the key performance indicator which measures the Company's main focus in the value chain of internal business processes, operations management, customer management, innovation processes and regulatory & social processes.
- **Customer Focus Perspective** is a KPI perspective related to customer focus, which measures things such as:
 - **Core Group**: market share, customer acquisition, customer retention, level of customer satisfaction and level of customer profitability.
 - **Support Group**: relationship with customers, corporate/brand image and product attributes (function, price and quality);
- **Learning and Growth Perspective** is a KPI perspective that supports all perspectives on the implementation of the reflection of the organization's capabilities in maintaining and developing its main resources (human, organization and information)

6) The selection of KPI indicators are based on SMART principles (*Specific, Measurable, Attainable, Relevant, and Time Bound*).

7) Synergy with PGN and other subsidiaries, as well as encouraging cooperation within the PGN Group to form creative and innovative collaborations which can reduce operational

biaya operasional tanpa mengurangi pendapatan operasional, dan untuk mencapai peningkatan kinerja dan nilai tambah Perseroan.

- c. Pembobotan indikator KPI Korporat setiap perspektif ditentukan berdasarkan atas arahan dari Pemegang Saham.
- d. Penentuan target KPI Korporat didasarkan atas rekomendasi dari Dewan Komisaris kemudian disampaikan kepada Pemegang Saham melalui Direktur Keuangan untuk disetujui, dengan ketentuan sebagai berikut:
 - 1) Selaras dengan target Grup PGN
 - 2) Mempertimbangkan data-data realisasi tiga tahun sebelumnya dari realisasi, *benchmark*, kompetitor dan rata-rata industri
 - 3) Penentuan target kinerja yang optimal harus memenuhi tren keberlanjutan usaha
 - 4) Sesuai dengan RKAP setiap tahun nya
- e. KPI Kepatuhan merupakan kelompok KPI yang mempengaruhi *sustainability* (keberlanjutan) Perseroan dan ditentukan oleh Divisi Pembina di PGN, dengan indikator kinerja yang dianggap penting atau sangat terkait pada ketaatan terhadap hukum, peraturan perundangan, risiko, HSE, dan aspek lainnya. Indikator KPI Kepatuhan antara lain:
 - 1) Aspek Manajemen Risiko
 - 2) Aspek K3PL-P
 - 3) Aspek Tindak Lanjut Hasil Audit
 - 4) Aspek Penyampaian Laporan Manajemen
 - 5) Aspek Pencapaian Sinergi Grup Pertamina
 - 6) Aspek Pelaporan e-LHKPN

costs without reducing operating income, and to achieve increased performance and added value for the Company.

- c. Each KPI perspectives has a different weighting, which is determined based on the direction of the Shareholders.
- d. The determination of the Corporate KPI target is based on a recommendation from the Board of Commissioners and then submitted to the Shareholders through the Director of Finance for approval, with the following conditions:
 - 1) The KPI targets are aligned with PGN Group's targets
 - 2) The targets are made with considering the realization data of the previous three years from the realization, benchmarks, competitors, and industry averages
 - 3) Determination of optimal performance targets must meet business sustainability trends
 - 4) The targets should be in accordance with the annual RKAP
- e. Compliance KPIs are a group of KPIs that affect the Company's sustainability and are determined by the Guidance Division at PGN. This KPI set include performance indicators that are considered important or closely related to compliance with laws, regulations, risks, HSE, and other aspects. Compliance KPI indicators include:
 - 1) Risk Management Aspect
 - 2) Occupational Health & Safety Aspect
 - 3) Follow-up on Audit Results Aspect
 - 4) Submission of Management Reports Aspect
 - 5) Achievement of Pertamina Group Synergy Aspect
 - 6) e-LHKPN Reporting Aspect

KPI Korporat (KPKU) PGAS Solution Tahun 2021

Corporate KPI (KPKU) PGAS Solution Year 2021



Perspektif Perspectives	Bobot	Skor
Keuangan Finance	40	41,04
Proses Bisnis Internal Internal Process	20	21,63
Fokus Pelanggan Customer Focus	25	27,5
Pembelajaran dan Pertumbuhan Learning & Growth	15	16,08
Total Skor Keseluruhan Total Overall Score	100	107,25

TKP Korporat PGAS Solution Tahun 2021

Corporate TKP PGAS Solution Year 2021



Perspektif Perspectives	Bobot	Skor
Keuangan Finance	60,5	44,5
Proses Bisnis Internal Internal Process	15,0	11,0
Fokus Pelanggan Customer Focus	15,0	15,0
Total Skor Keseluruhan Total Overall Score	90,5 (AA)	70,5 (A)

Catatan: Perhitungan perspektif keuangan merupakan data unaudited
 Note: The calculation from the financial perspective is still unaudited data

4.20

ASPEK PEMASARAN

MARKETING ASPECT

Pada tahun 2021, berbagai sektor ekonomi mulai bergerak lagi sejak diturunkannya level pembatasan kegiatan masyarakat. Peluang pasar bagi PGAS Solution pun ikut membaik. Agenda kegiatan pemasaran yang berada di bawah Divisi Komersial kembali ditingkatkan guna menggaet banyak pelanggan.

Memperluas jenis layanan jasa, membuat sistem paket pekerjaan, promosi langsung kepada klien oleh perwakilan atau *sales marketing agent*, memanfaatkan *website*, media sosial, dan turut mengikuti *gathering* perusahaan minyak dan gas, merupakan bagian dari inovasi pemasaran Perseroan yang terus dikembangkan.

Secara umum, Divisi Komersial Perseroan memiliki fungsi: penjualan dan pelayanan (*project proposal, sales & trading*), dan pemasaran (*market research & strategy, dan market excellence & communication*).

PANGSA PASAR

Keberhasilan Pemerintah dalam menanggulangi Covid-19 menjadi salah satu faktor penting meningkatnya perekonomian Indonesia di tahun 2021, yang tumbuh sebesar 3,69% dari tahun lalu. Untuk tahun 2022, Pemerintah menargetkan pertumbuhan sebesar 5,2%.

Melihat hal tersebut dan mempertimbangkan nilai anggaran infrastruktur yang ditetapkan pada APBN 2022 masih tinggi yakni senilai Rp365,8 triliun, di mana salah satu fokusnya pembangunan energi, PGAS Solution optimis di tahun 2022 mampu meraih pendapatan yang lebih baik.

In 2021, various economic sectors started to switch gear again following the relaxation of the level of restrictions on community activities. Thus, the market opportunity for PGAS Solution has also improved. As such, the agenda for marketing activities under the Commercial Division was again refocused to attract more customers.

By expanding service types, creating a job package system, creating direct promotion channel to clients through representatives or sales marketing agents, utilizing websites, social media, and participating in oil and gas company gatherings, the Company continuously innovate the marketing efforts to maximize profits.

In general, the Company's Commercial Division effectively carries out sales and service (*project proposal, sales & trading*) as well as marketing (*market research & strategy, and market excellence & communication*) functions.

MARKET SHARE

The Government's success in tackling Covid-19 is one of the important factors which allowed the 3.69% increase of Indonesia's economy in 2021 compared to 2020. For 2022, the Government targets a growth of 5.2%.

Considering this fact, PGAS Solution is optimistic that in 2022 it will be able to achieve better income. This optimism also takes into account the high amount of infrastructure budget in 2022 APBN, which amounted to IDR365,8 billion, and the fact that the budget also focuses at energy development.

Anggaran Infrastruktur Dana APBN Periode 2017-2022

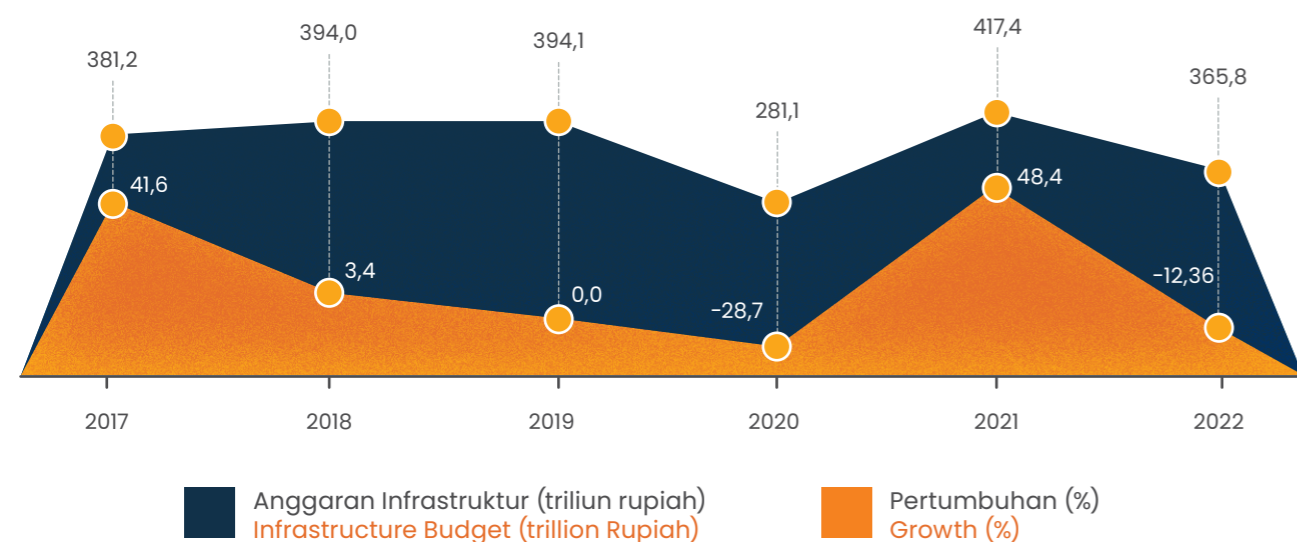
Infrastructure Budget in The APBN for The 2017-2022 Period

(triliun Rupiah)
(trillion Rupiah)



Keterangan Description	2017	2018	2019	2020	2021	2022
Anggaran Infrastruktur	381,2	394,0	394,1	281,1	417,4	365,8
Pertumbuhan (%)	41,6%	3,4%	0,0%	-28,7%	48,4%	-12,36%

Sumber: Kementerian Keuangan
Source: Ministry of Finance



Pemerintah melalui Kementerian Energi dan Sumber Daya Mineral (ESDM) menargetkan 4 juta sambungan rumah (SR) jaringan gas bumi untuk rumah tangga (jargas) di tahun 2024, dan sejauh ini, telah terbangun 799.000 SR. Untuk memenuhi target tersebut, Kementerian ESDM menargetkan 839.000 SR dibangun pada tahun 2022, sebelumnya di tahun 2021 telah terbangun SR sebanyak 127.000.

Melihat besarnya potensi pembangunan infrastruktur dari Subholding Gas, Kementerian ESDM, Pertamina Grup, dan Perusahaan Minyak Gas lainnya, maka semakin memperbesar pangsa pasar PGAS Solution, dan membuat PGAS Solution optimis untuk bisa berkontribusi dalam pembangunan infrastruktur Indonesia.

Through the Ministry of Energy and Mineral Resources (ESDM), the Government is targeting 4 million home connections (SR) for the natural gas network for households (jargas) in 2024. To date, however, only 799,000 SRs have been built. To meet this target, the Ministry of Energy and Mineral Resources is targeting 839,000 SRs to be built in 2022, significantly higher than the 127,000 SRs built in 2021.

With the huge potential for infrastructure development from the Gas Subholding, Ministry of Energy and Mineral Resources, Pertamina Group, and other Oil and Gas Companies, PGAS Solution's market share is increasing, and PGAS Solution is optimistic of its ability to contribute to Indonesia's infrastructure development.

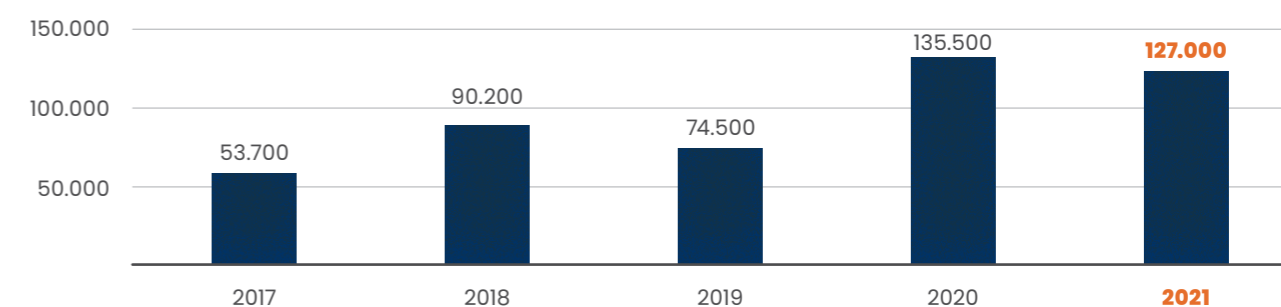
Jaringan Gas Rumah Tangga Kementerian Energi dan Sumber Daya Mineral

Household Gas Network Owned by The Ministry of Energy and Mineral Resources



Tahun Year	2017	2018	2019	2020	2021
SR	53.700	90.200	74.500	135.500	127.000

Sumber: Kementerian Energi dan Sumber Daya Mineral 2021
Source: Ministry of Energy and Mineral Resources 2021



STRATEGI PEMASARAN

PGAS Solution mengkombinasikan empat variabel guna memaksimalkan pelaksanaan strategi pemasarannya, keempat variabel itu dikenal dengan istilah bauran pemasaran (*marketing mix*) yang terdiri dari produk (*product*), harga (*price*), distribusi (*place*), dan promosi (*promotion*).

PRODUK

Untuk menangkap *market* yang lebih luas, PGAS Solution menjalankan EPC, O&M, dan Supply Chain dalam tiga langkah berikut ini:

1. *Jasa Engineering, Procurement dan Construction (EPC)*
2. *Jasa Operation dan Maintenance (O&M)*
3. *Supply Chain (jasa Workshop dan Warehouse, KMP, K3PL, Trading, TUK)*

Selain produk utama, nilai tambah PGAS Solution juga bertumpu pada customer satisfaction dan keuntungan bersama.

MARKETING STRATEGY

PGAS Solution combines four marketing mix variables to optimize its marketing strategies, which consists of product, price, place, and promotion.

PRODUCT

To capture a wider market, PGAS Solution runs EPC, O&M, and Supply Chain in the following three steps:

1. *Engineering, Procurement and Construction (EPC) services*
2. *Operation and Maintenance (O&M) Services*
3. *Supply Chain (Workshop and Warehouse services, KMP, K3PL, Trading, TUK)*

In addition to the main product, PGAS Solution also increasing its value based on customer satisfaction and mutual benefits.

HARGA

Penetapan harga untuk setiap produk dan jasa PGAS Solution dibuat melalui kebijakan *strategic partnership* agar harga lebih kompetitif di dalam industri.

TEMPAT

Kantor Utama PGAS Solution terletak di Gedung C Komplek PGN, Jakarta Barat dan memiliki kantor area operasi yang tersebar di 21 kota di Pulau Sumatra, Jawa, Kalimantan dan Papua. PGAS Solution memanfaatkan OMNI Channel dalam menjalankan bisnis, dan mengoptimalkan area operasi PGAS Solution sebagai *sales agent*.

PROMOSI

Ada lima poin penting PGAS Solution dalam melakukan kegiatan promosinya, di antaranya adalah:

1. Memanfaatkan Sinergi Forum di lingkungan Pertamina Group
2. *Virtual Marketing Kit* dan membuat *standard product*
3. Melalui kontak langsung dengan klien, representatif atau agen *sales marketing*
4. Promosi menggunakan *website*, dan sosial media
5. Mengikuti pameran, dan menghadiri *gathering* perusahaan-perusahaan minyak & gas.

PRIORITAS STRATEGI

1. Core Business Improvement
 - Penguatan kapabilitas di lini bisnis inti (O&M, EPC, Supply chain)
 - Pengembangan rencana upgrade teknologi pada lini bisnis inti
2. Customer Focus
 - Menjaga relasi dengan para pelanggan, *Customer Relationship Management* yang berfokus pada *Integrated Infrastructure Solution Services*
 - Fokus pada pelanggan Subholding Gas, *Industry by based* Natural Gas, Pertamina

PRICE

Pricing for each PGAS Solution's products and services is set through strategic partnership policies, allowing for more competitive pricing in the industry.

PLACE

The Main Office of PGAS Solution is located in Building C, PGN Complex, West Jakarta. The Company also has a branch office network in operating areas spread across 21 cities in Sumatra, Java, Kalimantan, and Papua. PGAS Solution utilizes OMNI Channel in running its business and optimizes its operating area as a sales agent.

PROMOTION

There are five important points for PGAS Solution in carrying out its promotional activities, which are:

1. Utilizing Forum Synergy within the Pertamina Group
2. Creating Virtual Marketing Kit and standard products
3. Creating direct contact with clients, representatives, or sales marketing agents
4. Promoting the Company through website and social media
5. Participating in exhibitions, and attending gatherings of oil & gas companies.

STRATEGY PRIORITIES

1. Core Business Improvement
 - Strengthening capabilities in core business lines (O&M, EPC, Supply chain)
 - Developing technology upgrade plans in core business lines
2. Customer Focus
 - Maintaining relationships with customers through Customer Relationship Management that focuses on *Integrated Infrastructure Solution Services*
 - Focusing on Subholding Gas customers, *Natural Gas-based* industries, Pertamina

Group, Kementerian ESDM, Kontraktor Kontrak Kerja Sama (K3S), dan Industri Air

- Melakukan pemetaan untuk pelanggan baru (pelanggan eksternal)
3. Segment Diversification
 - Pemetaan potensi pengembangan segmen *non gas infrastructure* & gas infrastructure
 - Kerja sama dengan *national/international partner* dalam rangka pengembangan segmen baru
 4. Competitive Positioning
 - Menetapkan harga secara kompetitif yang dapat bersaing dengan kompetitor
 - Menjalin kemitraan dengan *vendor/supplier* agar dapat memberikan harga terbaik

RISET PASAR PGAS SOLUTION

Pada tahun 2021, PGAS Solution melakukan riset pasar. Riset ini merupakan suatu kegiatan sistematis yang bertujuan mengidentifikasi masalah, peluang, pengumpulan data, pengolahan dan analisis data, serta penyebaran informasi yang bermanfaat untuk membantu manajemen dalam rangka pengambilan keputusan identifikasi, dan solusi yang efektif-efisien di bidang pemasaran Perseroan. Setelah dilakukan analisa, didapatkan hasil bahwa PGAS Solution berada di tahap 'Growth'. Pada tahap ini penerimaan pasar cepat, dan permintaan tersedia.

Area Bisnis Business Area	Sektor Sectors	Harapan Pertumbuhan Growth Ambition	Contoh Investasi Example of Investments
Core Business	Operations & Maintenance	Moderate	Pengadaan Peralatan Penunjang Operasi Procurement of Operation Support Equipment
Core Business	Supply chain	Aggressive	Pengadaan Peralatan Penunjang Kalibrasi, Manufaktur dan Pergudangan Procurement of Calibration, Manufacture and Warehousing Support Equipment
Adjacent Business	Business & Development	Moderate	Jaringan Pipa Gas Instalasi - PT Trimulia Warnajaya Installation of Piped Gas Network - PT Trimulia Warnajaya

Group, Ministry of Energy and Mineral Resources, Cooperation Contract Contractors (K3S), and Water Industries

- Mapping for new customers (external customers)
3. Segment Diversification
 - Mapping the potential for the development of the non-gas infrastructure & gas infrastructure segment
 - Cooperating with national/international partners to develop new market segments
 4. Competitive Positioning
 - Setting prices competitively compared to the competitors
 - Establishing partnerships with vendors/suppliers in order to provide the best prices

PGAS SOLUTION MARKET RESEARCH

In 2021, PGAS Solution conducted a systemic market research activity that aimed to identify problems, opportunities, data collection, data processing and analysis, as well as dissemination of useful information to assist management in making identification decisions, and effective-efficient solutions in the Company's marketing sector. The analysis results concluded that PGAS Solution is in the 'Growth' stage. At this stage, market acceptance is fast, and demand is available.

Area Bisnis Business Area	Sektor Sectors	Harapan Pertumbuhan Growth Ambition	Contoh Investasi Example of Investments
Beyond Business	SENA	Moderate	Pengembangan Bisnis Inspeksi Melalui Investasi Peralatan Inspeksi (SENA) Development of Inspection Business through Investment in Inspection Equipment (SENA)
Beyond Business	IT	Moderate	Pengadaan Peralatan Penunjang Operasi SIT Procurement of ICT Operation

KEGIATAN PEMASARAN PGAS SOLUTION

Kegiatan pemasaran PGAS Solution meliputi:

1. Virtual Marketing Kit untuk menunjang kegiatan Sales & Promotion
2. Pembuatan Marketing Collaterals untuk menunjang kegiatan Sales & Promotion
3. Tergabung dalam Sinergi Pertamina Group, PGN Group, maupun Sub Holding Migas lainnya
4. Membuat *Event Customer Engagements & Customer Gathering* untuk menjaga hubungan dengan pelanggan.

PGAS SOLUTION MARKETING ACTIVITIES

PGAS Solution's marketing activities include:

1. Creating Virtual Marketing Kits to support Sales & Promotion activities;
2. Creating Marketing Collaterals to support Sales & Promotion activities;
3. Joining the Synergy of Pertamina Group, PGN Group, and other Oil and Gas Sub Holdings;
4. Creating Customer Engagements & Customer Gathering Events to maintain relationships with customers.

4.21

PROSPEK USAHA
BUSINESS PROSPECT

Tiga segmen usaha PGAS Solution yaitu Penyediaan Infrastruktur (*Integrated Engineering, Procurement, and Construction/EPC*), Pengelolaan Infrastruktur (*Operation and Maintenance/O&M*), dan *Supply Chain* menjadi sumber utama pendapatan Perseroan di tahun 2021. EPC dan O&M berperan sebagai jasa utama Perseroan yang didukung oleh Supply Chain melalui Material Long Lead, Manufaktur, Kalibrasi, dan Tempat Uji Kompetensi.

The main sources of PGAS Solution revenue in 2021 come from three business segments: Infrastructure Provision (*Integrated Engineering, Procurement, and Construction/EPC*), Infrastructure Management (*Operation and Maintenance/O&M*), and Supply Chain. EPC and O&M are the Company's main services, supported by the Supply Chain through Long Lead Materials, Manufacturing, Calibration, and Competency Test Sites.

Segmentasi difokuskan untuk infrastruktur gas bumi (pipa gas bumi, CNG, dan LNG) dan non gas bumi (minyak dan air), sehingga PGAS Solution diharapkan dapat fokus mendukung program-program dari Sub Holding Gas, Pertamina Group, dan Pemerintah dalam hal ini Kementerian ESDM.

The Company's segmentation is focused on natural gas infrastructure (natural gas pipelines, CNG, and LNG) and non-natural gas (oil and water), in line of its goal of supporting programs from Sub Holding Gas, Pertamina Group, and the Government, specifically the Ministry of Energy and Mineral Resources.

Terdapat empat sasaran inisiatif pertumbuhan PGAS Solution yaitu:

There are four targets for PGAS Solution's growth initiatives, namely:

1. Sebagai *Strategic Service Provider* dalam Penyediaan dan Pengelolaan Infrastruktur Sub Holding Gas
2. Sebagai Mitra Strategis dalam Jasa Penyediaan Infrastruktur Pertamina Group
3. Sebagai Mitra Strategis dalam Jasa Penyediaan Infrastruktur Gas Bumi bagi Pelanggan Sub Holding Gas
4. Diversifikasi melalui Pengembangan Bisnis Turunan Jasa Penyediaan Infrastruktur Gas Bumi

1. As a *Strategic Service Provider* in the field of Gas Sub Holding Infrastructure Provision and Management;
2. As a *Strategic Partner* of Pertamina Group in the field of Infrastructure Provision Services;
3. As a *Strategic Partner* in the field of Natural Gas Infrastructure Provision Services for Gas Sub Holding Customers;
4. Diversification through *Derivative Business Development* of Natural Gas Infrastructure Provision

Dalam rangka mendukung Program Strategis Sub Holding Gas yaitu, Sapta PGN, PGAS Solution juga akan menjalankan 5 Program Solusi Infrastruktur

To support Sapta PGN, which is the Gas Sub Holding Strategic Program, PGAS Solution will also run 5 National Energy Infrastructure Solution



Energi Nasional, yaitu Solusi infrastruktur Rumah Tangga, Solusi untuk Industri, Solusi untuk Kelistrikan, Solusi untuk Transportasi, dan Solusi Infrastruktur Kilang.

PGAS Solution juga akan memaksimalkan potensi proyek melalui investasi dengan skema *Built, Operate, Transfer* dengan calon pelanggan, terutama yang akan melakukan konversi energi ke bahan bakar gas yang tentunya program tersebut merupakan bentuk dukungan bagi sinergi Sub Holding Gas dan Pertamina Group.

Target pendapatan PGAS Solution di 2022 untuk sektor eksternal sebesar Rp541,92 miliar dengan proporsi 78% dari lini bisnis EPC, 18% dari lini bisnis O&M, 1% dari lini bisnis *Supply Chain*, dan sisanya 3% dari bisnis engineering.

Sebagai anak perusahaan Sub Holding Gas, PGAS Solution berkontribusi di Grup Internal dengan memberikan layanan secara efektif dan efisien untuk memberikan kontribusi berupa biaya operasi dan investasi yang lebih rendah. Sedangkan di sektor eksternal mengedepankan *profit oriented* untuk menghasilkan *revenue* dan margin yang maksimal agar dapat berkontribusi secara konsolidasi kepada Sub Holding Gas. Untuk mendukung hal tersebut, PGAS Solution memperkuat kerja sama dengan pihak eksternal baik domestik dan internasional.

Kerja keras Pemerintah bersama swasta dan masyarakat dalam menanggulangi Covid-19 terbukti mampu meredam perkembangan virus ini. Hal tersebut memberikan dampak positif kepada pendapatan negara. Tercatat pendapatan negara naik 2,57% dibandingkan tahun 2020, yakni sebesar Rp1.743,6 triliun. Pendapatan negara ditargetkan tumbuh sebesar 5,8% pada tahun 2022.

Programs, namely Household infrastructure solutions, Solutions for Industry, Solutions for Electricity, Solutions for Transportation, and Refinery Infrastructure Solutions.

PGAS Solution will also maximize the potential of the project through investment with the *Built, Operate, Transfer* scheme with prospective customers. The Company will especially focus on serving clients who will convert energy to gas fuel, and this program is a form of support for the synergy of Sub Holding Gas and Pertamina Group.

PGAS Solution's revenue target in 2022 for the external sector is IDR541.92 billion, 78% of which will come from the EPC business line, 18% from the O&M business line, 1% from the Supply Chain business line, and the remaining 3% from the engineering business.

As a subsidiary of Gas Sub Holding Company, PGAS Solution contributes to the Internal Group by providing services effectively and efficiently, which in effect will lower operating and investment costs. Meanwhile, the external sector prioritizes profit-oriented strategies to generate maximum revenue and margin to contribute in a consolidated manner to Gas Sub Holding. To allow this to happen, PGAS Solution strengthens cooperation with external parties, both domestic and international.

The government's synergy with the private sector and the community in tackling Covid-19 has proven to be effective in reducing the development of this virus, which positively impacted state revenues. State revenue increased by 2.57% compared to 2020, which was IDR1,743.6 trillion, and in 2022 it is targeted to grow by 5.8%.

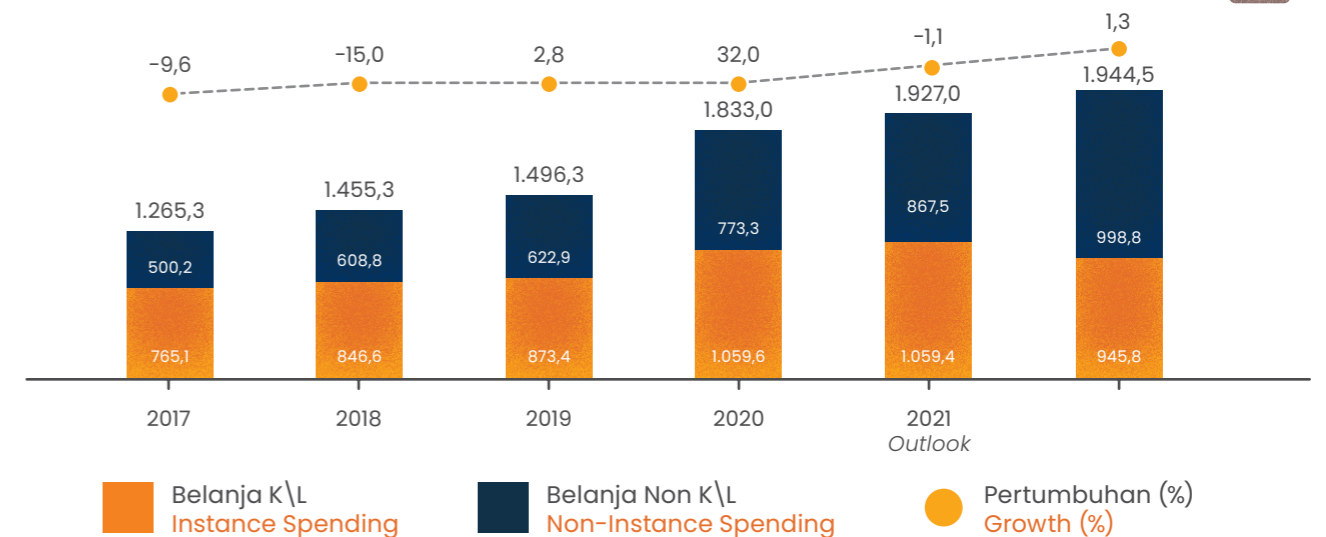
Realisasi belanja negara di tahun 2021 mencapai Rp2.768,8 triliun, tumbuh 1,08% dibanding tahun 2020 dengan rincian Rp2.001 triliun belanja Pemerintah Pusat dan sisanya ditransfer ke daerah dan dana desa. Untuk tahun 2022, anggaran belanja negara menurun 2,01% dengan rincian Rp1.944,6 triliun belanja Pemerintah Pusat dan sisanya sebesar Rp769.613,5 miliar untuk ditransfer ke daerah dan dana desa. Alokasi terbesar Belanja Pemerintah Pusat tahun 2022 ialah pada sektor Pelayanan Umum (32,2%), Ekonomi (20,6%) dan Perlindungan Sosial (12,9%).

Untuk anggaran infrastruktur tahun 2022 dana yang ditetapkan sebesar Rp365,8 triliun atau berkurang 9,19% dibandingkan dengan realisasi tahun 2021. *Highlight* untuk sektor energi dan kelistrikan di antaranya, pembangunan Jaringan Gas Bumi untuk rumah tangga ditargetkan sebanyak 839.000 SR yang juga merupakan target utama PGAS Solution di lini bisnis EPC.

Realization of state spending in 2021 reached IDR2,768.8 trillion, growing 1.08% compared to 2020. The central government spent IDR2,001 trillion, and the rest of the budget is being transferred to regions and village funds. In 2022, the state budget will decrease by 2.01%, with central government spending IDR1,944.6 trillion and the remaining IDR769,613.5 billion to be transferred to regions and village funds. The largest allocation of Central Government Expenditures in 2022 is in the Public Service sector (32.2%), Economy (20.6%) and Social Security (12.9%).

The infrastructure budget in 2022 is set at IDR365.8 trillion, a 9.19% decrease compared to the realization in 2021. Highlights for the energy and electricity sector include the construction of a Natural Gas Network for households, which is targeted at 839,000 SR and the main target of PGAS Solution's EPC business line.

APBN 2021
2021 State Budget

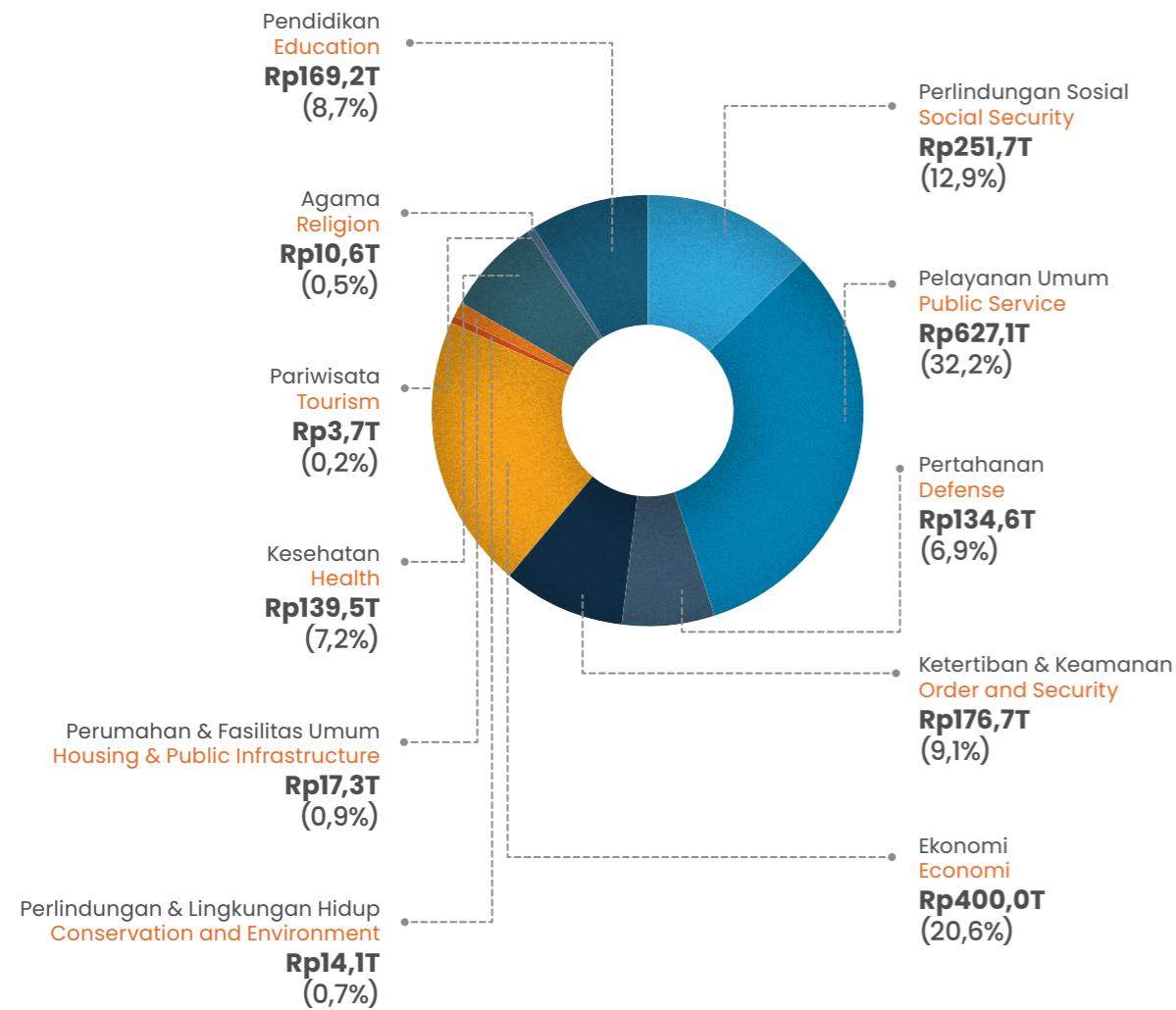


Sumber: Kementerian Keuangan
Source: Ministry of Finance

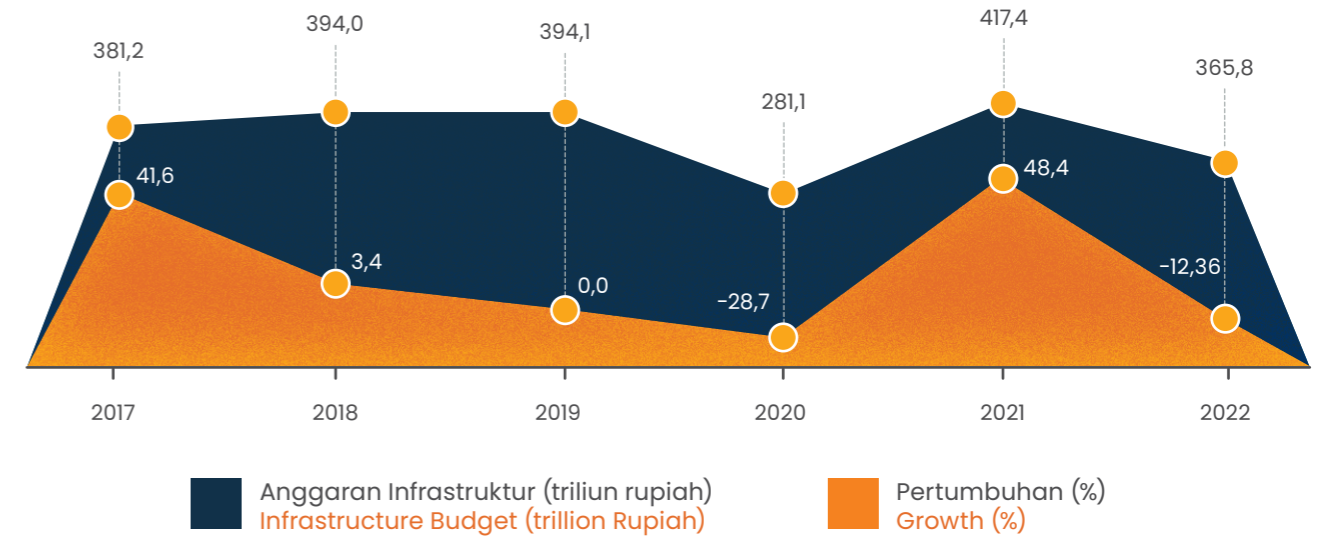
Alokasi 2021
2021 Allocation

TOTAL BELANJA PEMERINTAH PUSAT
CENTRAL GOVERNMENT TOTAL EXPENDITURE

Rp1.944,5T



Anggaran Infrastruktur Dana APBN Periode 2017-2022
Infrastructure Budget of APBN for The 2017-2022 Period



RENCANA PENCAPAIAN DI BIDANG INFRASTRUKTUR
ACHIEVEMENT PLAN IN THE FIELD OF INFRASTRUCTURE



Infrastruktur Pelayanan Dasar:
Basic Service Infrastructure:

- Pembangunan **1.823 unit** rumah khusus dan **5.141 unit** rumah susun
Construction of **1,823** special housing units and **5,141** flats
- Sistem Penyediaan Air Minum **144.604 SR**
Construction of Drinking Water Supply Systems with the capacity of **144,604 SR**
- Sistem Pengolahan Air Limbah **8.414 KK**
Construction of Wastewater Treatment Systems with the coverage of **8,414** households



Infrastruktur Konektivitas dan Mobilitas untuk mendorong peningkatan produktivitas:
Connectivity and Mobility Infrastructure to drive increased productivity:

- Pembangunan **295 km** jalan baru dan **6.253 m** jembatan baru
Construction of **295 km** of new roads and **6,253 m** of new bridges
- Dukungan pembangunan Jalan Tol Trans Sumatera (JTTS)
Support for the construction of the Trans Sumatra Toll Road (JTTS)
- Pembangunan **6.624 km'sp** jalur KA
Construction of **6,624 km'sp** railway line
- Pembangunan **9 Bandara** baru dan Pelabuhan Penyeberangan (baru di 1 lokasi dan lanjutan di 17 lokasi)
Construction of **9 new Airports** and Ferry Ports (new in 1 location and continued in 17 locations)



Pemerataan Infrastruktur dan Akses TIK:
Equitable ICT Infrastructure and Access:

- Penyediaan **2.344 BTS** di daerah 3T
Provision of **2,344 BTS** in the frontier (3T) area
- Penyediaan kapasitas jaringan internet **25 GBPS** melalui satelit
Provision of satellite internet networks with the capacity of **25 GBPS**

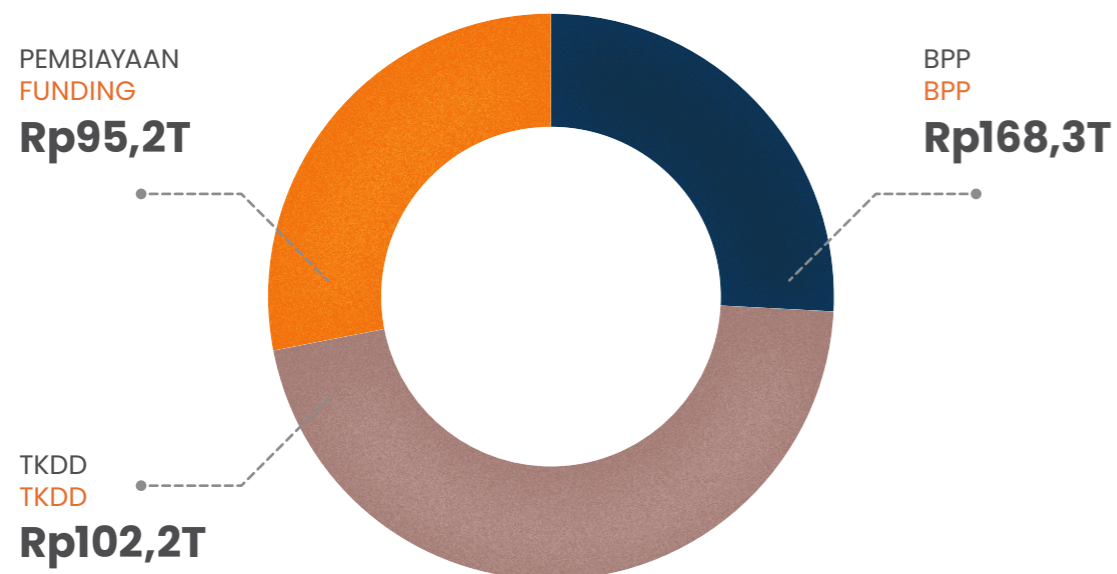


Infrastruktur Energi dan Pangan:
Energy and Food Infrastructure:

- Pembangunan Pipa Transmisi Gas Bumi tahap 1 Segmen Semarang Batang **91 km** (dari total ruas Cirebon Semarang **237 km**)
Construction of Natural Gas Transmission Pipeline Phase 1 Semarang Batang Segment with the length of **91 km** (out of the total **237 km** Cirebon Semarang segment)
- Pembangunan Jaringan Gas Rumah Tangga **40.000** Sambungan Rumah
Household Gas Network Construction which covers **40,000** House Connections
- Pembangunan **105 ribu hektar** (ha) jaringan irigasi (**5.000 ha** baru, **100 ribu ha** rehabilitasi)
Construction of **105 thousand hectares** (ha) of irrigation networks (**5,000 ha** new, **100 thousand ha** rehabilitation)
- Pembangunan **44 unit** Bendungan (**5 unit** baru, **39 unit** lanjutan)
Construction of **44 Dam** units (**5 new units, 39 advanced units**)

PEMBANGUNAN INFRASTRUKTUR
INFRASTRUCTURE DEVELOPMENT

Rp365,8T



PANCASONA

5 SOLUSI INFRASTRUKTUR MIGAS NASIONAL
5 NATIONAL OIL AND GAS INFRASTRUCTURE SOLUTIONS

2020 - 2026



TATA KELOLA PERUSAHAAN

GOOD CORPORATE GOVERNANCE

05

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

SEKRETARIS PERUSAHAAN
CORPORATE SECRETARY

SISTEM MANAJEMEN RISIKO
SYSTEM OF RISK MANAGEMENT

TANGGUNG JAWAB SOSIAL
PERUSAHAAN
CORPORATE SOCIAL RESPONSIBILITY

5.1

TATA KELOLA PERUSAHAAN

GOOD CORPORATE GOVERNANCE

Menjadi bagian dari salah satu perusahaan yang mampu bertahan dalam pandemi Covid-19, Perseroan meyakini penerapan *Good Corporate Governance (GCG)* dalam langkah bisnisnya menjadi faktor penting yang membawa Perseroan kuat untuk terus melangkah maju.

Perseroan mulai merintis GCG pada tahun 2013 dan kemudian secara khusus membentuk Komite Budaya Perusahaan untuk terwujudnya prinsip-prinsip GCG dalam setiap aktivitas usahanya secara utuh dan menyeluruh.

Semangat membangun negeri dengan menyebarkan energi baik serta berupaya optimal menjadi yang terdepan di bidangnya, Perseroan berharap setiap gerak usahanya memberikan dampak positif terhadap perekonomian nasional dan kemajuan bangsa.

PRINSIP-PRINSIP GCG

GCG PRINCIPLES

Dewan Komisaris bersama Dewan Direksi berkomitmen membangun sistem kerja yang sehat dan kuat dalam menjalankan Perseroan dengan didasari prinsip-prinsip GCG, sehingga dapat meningkatkan kepercayaan dan memberikan nilai tambah kepada para pemangku kepentingan.

Berdasarkan Peraturan Menteri Negara BUMN Nomor PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan Atas Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) berikut prinsip-prinsip GCG yang diterapkan PGAS Solution:

As a part of a company which survived the Covid-19 pandemic, the Company believes that the implementation of Good Corporate Governance (GCG) in its business steps is one of the important factors that allow the Company to survive.

The Company started to pilot the implementation of GCG in 2013. Later down the road, the Company specifically formed a Corporate Culture Committee to realize the GCG principles in every business activity as a whole and comprehensively.

With the spirit of developing the country by spreading good energy and optimally striving to be at the forefront in its field, the Company expects that every movement of its business will have a positive impact on the national economy and the progress of the nation.

The Board of Commissioners and the Board of Directors of the Company are committed to build a healthy and strong work system based on GCG principles when running the Company to increase trust and provide added value to stakeholders.

According to the Regulation of the Minister of State-Owned Enterprises Number PER-09/MBU/2012 dated July 6, 2012 concerning Amendments to the Regulation of the Minister of State for State-Owned Enterprises Number PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance, the following GCG principles are in effect in PGAS Solution:

1. Transparansi (*Transparency*)

Keterbukaan dalam melakukan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai perusahaan.

2. Akuntabilitas (*Accountability*)

Kejelasan fungsi pelaksanaan dan pertanggungjawaban Organ Perseroan sehingga pengelolaan perusahaan terlaksana secara efektif.

3. Pertanggungjawaban (*Responsibility*)

Perseroan harus mematuhi peraturan perundang-undangan serta melaksanakan tanggung jawab terhadap masyarakat dan lingkungan sehingga dapat terpelihara kesinambungan usaha dalam jangka panjang dan mendapat pengakuan sebagai *good corporate governance*.

4. Kemandirian (*Independency*)

Keadaan di mana perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan.

5. Kewajaran (*Fairness*)

Dalam melaksanakan kegiatannya, Perseroan harus senantiasa memperhatikan kepentingan pemegang saham berdasarkan asas kewajaran dan kesetaraan.

Prinsip-prinsip tersebut diadaptasi oleh Perseroan menjadi:

TRANSPARANSI TUGAS DAN LAPORAN KEUANGAN

Keterbukaan informasi sebagai bagian dari Transparansi diwujudkan dalam kejelasan rincian tugas dan tanggung jawab dari seluruh Insan Perseroan, yang ditetapkan selaras dengan visi,

1. Transparency

Openness in decision-making process and disclosure of material and relevant information about the company.

2. Accountability

Clarity of the Company's organs execution and accountability function, which allows the Company to be managed effectively.

3. Responsibility

The Company should comply with laws and regulations and carry out its responsibilities towards the community and the environment to maintain long-term business continuity and recognition of the Company's policies as good corporate governance.

4. Independence

The company should be managed professionally without conflict of interest and influence/pressure from any party that is not in accordance with the laws and regulations.

5. Fairness

In carrying out its activities, the Company must always pay attention to the interests of shareholders based on the principles of fairness and equality.

These principles were adapted by the Company into these points:

TRANSPARENCY OF DUTIES AND FINANCIAL REPORTS

As part of the Company's effort to be transparent, information disclosure is manifested in the clarity of the details of the duties and responsibilities of all Company personnel, which are determined in

misi, nilai-nilai, dan tujuan Perseroan. Informasi materiil dapat diberikan Perseroan apabila diperlukan dalam laporan tahunan dan laporan keuangan sesuai dengan ketentuan yang berlaku secara gamblang, jelas, dan objektif.

AKUNTABILITAS MELALUI SISTEM PENGENDALIAN INTERNAL

Sistem pengendalian internal dalam Perseroan adalah proses pengendalian terhadap kegiatan Perseroan. Proses pengendalian tersebut berlaku untuk setiap unit dalam Perseroan. Sistem pengendalian internal antara lain berlaku mengenai kewenangan, otorisasi, verifikasi, rekonsiliasi, penilaian atas prestasi kerja, pembagian tugas, dan keamanan terhadap aset perusahaan.

RESPONSIBILITAS DALAM ETIKA USAHA DAN ETIKA KERJA

Setiap Insan Perseroan wajib berupaya mematuhi prinsip-prinsip di dalam etika usaha dan etika kerja atau pedoman perilaku Perseroan (*code of conduct*) yang merupakan norma-norma dan nilai-nilai yang dijadikan standar perilaku bagi setiap karyawan Perseroan. Norma-norma dan nilai-nilai tersebut dapat membantu mempertahankan nama baik Perseroan di mata publik. *Code of Conduct* tersebut wajib diterapkan dalam setiap aktivitas Perseroan secara konsisten.

Dalam menyusun *code of conduct*, Perseroan telah menyelaraskan dengan Visi, Misi, dan Budaya Perseroan, agar dapat mendukung sinergi antara aktivitas Perseroan, Anggaran Dasar Perseroan dan ketentuan yang berlaku. Kepatuhan terhadap *code of conduct* akan membentuk Budaya Perusahaan dan integrasi usaha Perseroan yang baik, sehingga dapat memperkuat hubungan antara Perseroan dengan Stakeholders.

Perseroan membuat suatu pedoman tentang perilaku etika (Etika Usaha dan Etika Kerja), yang pada dasarnya memuat nilai-nilai etika berusaha dan etika kerja. Penjelasan rinci mengenai Etika Usaha dan Etika Kerja dijelaskan dalam Pedoman tersendiri.

line with the Company's vision, mission, values, and objectives. Moreover, if needed in annual and financial reports, Material information can be provided by the Company in accordance with applicable regulations in a clear, concise, and objective manner.

ACCOUNTABILITY THROUGH INTERNAL CONTROL SYSTEM

The internal control system in the Company is the process of controlling the activities of every work unit in the Company. The internal control system, among others, applies to the aspects of authority, authorization, verification, reconciliation, assessment of work performance, division of tasks, and security of company assets.

RESPONSIBILITY IN BUSINESS ETHICS AND WORK ETHICS

Every employee of the Company should try their best to comply with the principles of business ethics and work ethics or the Company's code of conduct. The Code of Conduct is the norms and values that serve as standards of behavior for every employee of the Company which can help maintain the reputation of the Company in the public. The Code of Conduct must be applied consistently in every activity of the Company.

In the process of compiling the code of conduct, the Company aligned its content with the Company's Vision, Mission, and Culture, to support the synergy between the Company's activities, the Company's Articles of Association, and applicable regulations. Compliance with the code of conduct will establish a good Corporate Culture and a well-integrated business of the Company, with the end goal to strengthen the relationship between the Company and Stakeholders.

The Company made a guideline on ethical behavior (Business Ethics and Work Ethics), which basically contains the values of business ethics and work ethics. Detailed explanations of Business Ethics and Work Ethics are described in separate Guidelines.

PENCEGAHAN BENTURAN KEPENTINGAN

Benturan kepentingan merupakan situasi dimana seseorang atau perusahaan memiliki kemampuan untuk melakukan eksploitasi atas sebuah kepentingan tertentu dikarenakan kedudukan atau wewenang dari seseorang atau perusahaan. Dalam hubungannya dengan aktivitas usaha Perseroan, benturan kepentingan merupakan konflik antara kepentingan perseorangan dengan kewajiban umum atau kewajiban profesional.

Terkait benturan kepentingan, anggota Dewan Komisaris, Direksi, dan seluruh Insan Perseroan tidak diperbolehkan untuk melakukan segala tindakan yang memiliki benturan kepentingan dengan Perseroan antara lain:

- Memperoleh dan/atau menerima gratifikasi.
- Mengambil keuntungan pribadi, dari pengambilan keputusan dan/atau pelaksanaan kegiatan Perseroan, selain penghasilan yang sah.
- Melaksanakan pekerjaan rangkap pada pihak ketiga yang memiliki ikatan finansial dengan Perseroan, dan dapat merugikan Perseroan secara materiil.

MENJUNJUNG INTEGRITAS SEBAGAI UPAYA FAIRNESS

Wujud perusahaan bermutu yang memancarkan semangat kejujuran atau Integritas dibutuhkan dalam menjaga hubungan baik antara Perseroan dengan Pemegang Saham dan para Pemangku Kepentingan. Dengan menjaga lingkungan kerja yang profesional, jujur, terbuka, peduli, dan responsif terhadap perubahan yang terjadi, akan menciptakan sinergi hubungan antara Perseroan, para Pemegang Saham, dan para Pemangku Kepentingan. Guna menjaga integritas dalam pengurusan Perseroan dibutuhkan tindakan yang tepat dalam menjalankan, mengarahkan, dan mengendalikan kegiatan usaha Perseroan. Permasalahan yang ada terkait dengan kegiatan usaha Perseroan diselesaikan secara bijak dengan berintegritas tinggi.

PREVENTION OF CONFLICTS OF INTEREST

Conflict of interest is a situation where a person or company can exploit a particular interest based on the position or authority of a person or company. In the context of the Company's business activities, a conflict of interest is a conflict between individual interests and general or professional obligations.

To avoid conflicts of interest, members of the Board of Commissioners, Board of Directors, and all Company personnel are not allowed to take any actions that have a conflict of interest with the Company, including:

- Obtaining and/or receiving gratuities.
- Taking personal advantage, from making decisions and/or implementing the Company's activities, which results in incomes outside legitimate income.
- Carrying out double work for third parties who have financial ties to the Company which can harm the Company materially.

UPHOLDING INTEGRITY AS A FAIRNESS EFFORT

The Company needs to portray the spirit of honesty and integrity when maintaining good relationship with its Shareholders and Stakeholders. By maintaining a professional, honest, open, caring, and responsive work environment which can adapt to the changing business climate, a synergistic relationship between the Company, the Shareholders, and the Stakeholders will be built. To maintain integrity in the management of the Company, appropriate actions are needed in carrying out, directing, and controlling the Company's business activities. Existing problems related to the Company's business activities should be resolved wisely with high integrity.

DASAR KEBIJAKAN GCG

UNDERLYING POLICY OF GCG

Dalam membangun tata kelola yang baik, Perseroan mengacu pada kebijakan-kebijakan terkait tata kelola perusahaan yang berlaku di Indonesia sebagai wujud kepatuhan terhadap regulasi. Perseroan mengacu kepada:

1. Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas
2. Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (GCG) pada BUMN
3. Peraturan Menteri Negara BUMN Nomor PER-09/MBU/2012 tentang Perubahan Atas Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (GCG) pada BUMN.
4. Pedoman GCG Indonesia Tahun 2016 Komite Nasional Kebijakan *Governance* (KNKG)
5. Surat Edaran Menteri BUMN Nomor SE-7/MBU/07/2020 tanggal 01 Juli 2020 tentang Nilai-nilai utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara

Sedangkan untuk pengelolaan GCG telah dituangkan dalam Keputusan Direksi PT PGAS Solution tentang Struktur Organisasi dan Tata Kerja PT PGAS Solution yang berlaku serta implementasi kebijakan GCG Perseroan yang mengacu kepada:

1. Anggaran Dasar PT PGAS Solution yang dimuat dalam Akta Pendirian Perseroan Terbatas PT PGAS Solution Nomor 2 tanggal 06 Agustus 2009 yang dibuat di hadapan Fatiah Helmi, S.H., Notaris di Jakarta beserta perubahannya
2. Pedoman Tata Kelola Perusahaan yang Baik PT PGAS Solution Nomor: P-001/100.08 Revisi 02 tanggal 27 September 2021
3. Pedoman Etika Usaha dan Etika Kerja PT PGAS Solution Nomor: P-002/100.08 Revisi 02 tanggal 27 September 2021

In establishing good governance, the Company refers to policies related to corporate governance that apply in Indonesia, as an effort to be compliant to the prevailing regulations. The Company refers to:

1. Law No. 40 of 2007 concerning Limited Liability Companies
2. Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance (GCG) in SOEs
3. Regulation of the Minister of State-Owned Enterprises No. PER-09/MBU/2012 concerning Amendments to the Regulation of the Minister of State for SOEs No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance (GCG) in BUMN.
4. Indonesian GCG Guidelines 2016 by National Committee on Governance Policy (KNKG)
5. Circular Letter of the Minister of SOEs No. SE-7/MBU/07/2020 dated July 1, 2020 concerning the Core Values of Human Resources of State-Owned Enterprises

Meanwhile, the GCG management process has been stated in the Decree of the Board of Directors of PT PGAS Solution regarding the Organizational Structure and Work Procedure of PT PGAS Solution that currently applies, as well as the implementation of the Company's GCG policies which refer to:

1. Articles of Association of PT PGAS Solution as contained in the Deed of Establishment of a Limited Liability Company PT PGAS Solution No. 2 dated August 6, 2009 drawn up before Fatiah Helmi, S.H., Notary in Jakarta and its amendments
2. PT PGAS Solution's Good Corporate Governance Guidelines Number: P-001/100.08 Revision 02 dated September 27, 2021
3. Guidelines for Business Ethics and Work Ethics of PT PGAS Solution Number: P-002/100.08 Revision 02 dated September 27, 2021

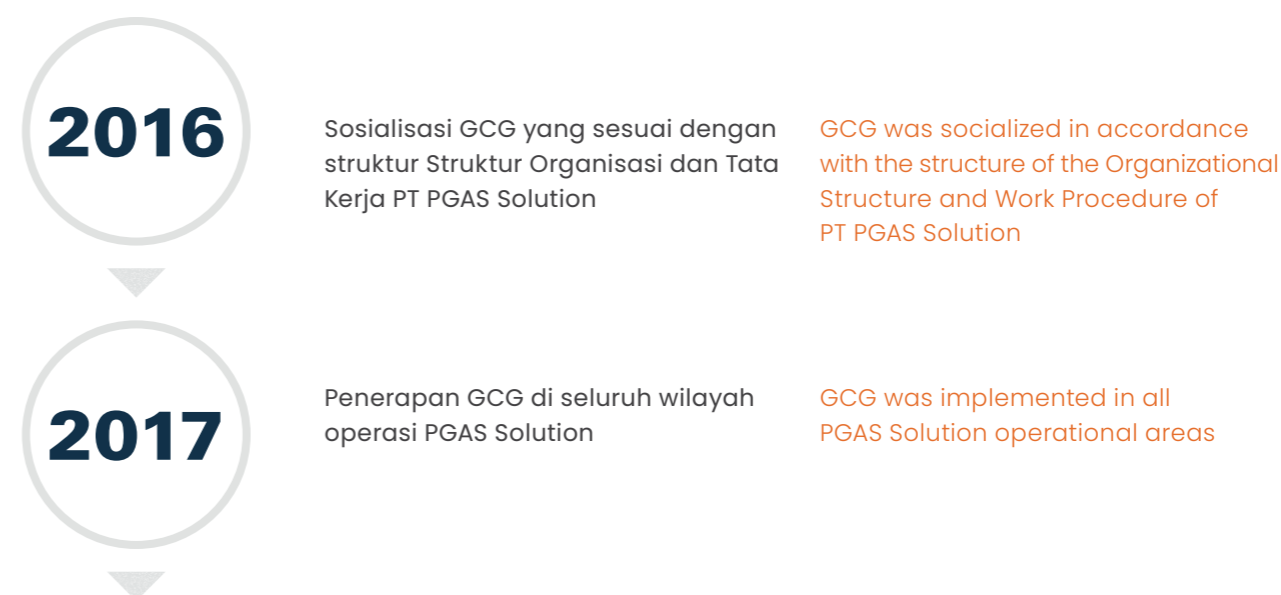
4. Prosedur Operasi Penyampaian Informasi Perusahaan Kepada Publik Nomor: O-001/100.08 tanggal 1 Februari 2018
5. Pedoman Manajemen Risiko PT PGAS Solution Nomor: P-001/100.07 Revisi 02 tanggal 1 Oktober 2021
6. Pedoman *Audit Charter* Satuan Pengawas Internal Nomor: P-001/100.09 tanggal 5 Maret 2020
7. Pedoman *Whistleblowing System* (WBS) Nomor: P-002/100.09 Revisi 01 tanggal 4 Oktober 2021
8. Penetapan Pedoman Penanganan Benturan Kepentingan dan Pengendalian Gratifikasi Nomor: P-003/100.09 tanggal 4 Oktober 2021
4. Operational Procedure for Submission of Company Information to the Public Number: O-001/100.08 dated February 1, 2018
5. PT PGAS Solution Risk Management Guidelines Number: P-001/100.07 Revision 02 dated October 1, 2021
6. Internal Audit Charter Guidelines Number: P-001/100.09 dated March 5, 2020
7. Whistleblowing System (WBS) Guidelines Number: P-002/100.09 Revision 01 dated October 4, 2021
8. Stipulation of Guidelines for Handling Conflicts of Interest and Gratification Control Number: P-003/100.09 dated October 4, 2021

ROADMAP GCG

GCG ROADMAP

Kesungguhan PGAS Solution menerapkan prinsip-prinsip GCG dalam setiap segi usahanya tertuang dalam Roadmap 6 tahun yang dimulai sejak tahun 2016 dan berakhir pada tahun 2021.

The Company's commitment in implementing GCG principles in every aspect of its business is stated in the 6-year Roadmap which starts in 2016 and ends in 2021.



2018

Perubahan kebijakan GCG Perseroan seperti Pedoman GCG (Revisi 1) serta Pedoman Etika Usaha dan Etika Kerja (Revisi 1).

The Company's GCG policies such as the GCG Guidelines (Revision 1) and the Guidelines for Business Ethics and Work Ethics (Revision 1) was changed.

2019

Penilaian *Self Assessment Soft Structure GCG* dari PGN (Holding) sebagai pembina. Penetapan Pedoman Manajemen Risiko.

GCG Soft Structure Self Assessment Assessment from PGN (Holding) as a coach was held. The Risk Management Guidelines was determined.

2020

1. Penetapan Pedoman Audit Charter Satuan Pengawasan Internal
2. Penetapan Pedoman *Whistleblowing System* (WBS)
3. *Self Assessment GCG* (Parameter BUMN)
4. Sosialisasi GCG

1. The Internal Audit Charter Guidelines was established
2. Whistleblowing System (WBS) Guidelines was established
3. GCG Assessment (State Owned Enterprises) was done
4. GCG socialization was done

2021

1. Perubahan Pedoman Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) (Revisi 2)
2. Perubahan Pedoman Etika Usaha dan Etika Kerja (Revisi 2)
3. Perubahan Pedoman *Whistleblowing System* (WBS) (Revisi 1)
4. Penetapan Pedoman Penanganan Benturan Kepentingan dan Pengendalian Gratifikasi
5. Perubahan Pedoman Manajemen Risiko (Revisi 2)

1. Good Corporate Governance Guidelines (Revision 2) was changed
2. The Guidelines for Business Ethics and Work Ethics (Revision 2) was changed
3. The Whistleblowing System (WBS) Guidelines (Revised 1) was changed
4. The Guidelines for Handling Conflicts of Interest and Gratification Control was changed
5. Risk Management Guidelines (Revision 2) was changed

TUJUAN PENERAPAN GCG

GOALS OF GCG IMPLEMENTATION

Dalam menjalankan tugas dan tanggung jawabnya, Perseroan selalu mengacu pada prinsip-prinsip GCG. Penerapan GCG diharapkan dapat mengawal bisnis PGAS Solution berjalan sesuai dengan visi dan misinya. Tujuan penerapan GCG di Perseroan adalah:

1. Mencapai kesinambungan usaha Perseroan melalui pengelolaan yang didasarkan pada asas transparansi, akuntabilitas, pertanggungjawaban, kemandirian, dan kewajaran.
2. Mendorong Organ Perseroan dalam membuat keputusan dan menjalankan tindakannya dilandasi oleh nilai moral yang tinggi dengan memperhatikan Anggaran Dasar dan ketentuan yang berlaku.
3. Mengupayakan pengelolaan Perseroan lebih profesional, transparan, efisien, serta memberdayakan fungsi struktur kerja Perseroan.
4. Meningkatkan citra Perseroan bagi tercapainya daya saing secara nasional dalam rangka meningkatkan kepercayaan pasar untuk mendorong arus investasi dan pertumbuhan ekonomi nasional yang berkesinambungan.
5. Mendorong timbulnya kesadaran dan tanggung jawab sosial Perseroan terhadap masyarakat dan kelestarian lingkungan terutama di sekitar lokasi usaha Perseroan.

In carrying out its duties and responsibilities, PGAS Solution always refers to the principles of GCG. The implementation of GCG is expected to guard the PGAS Solution business according to its vision and mission. The objectives of implementing GCG in the Company are:

1. Achieve business continuity in PGAS Solution through management based on the principles of transparency, accountability, responsibility, independence and fairness.
2. Encourage the Company's Organ in making decisions and carrying out actions based on high moral values by observing the Articles of Association and applicable regulations.
3. Striving for the management of the Company to be more professional, transparent, efficient, and empowering the function of the Company work structure.
4. Improve the image of the Company to achieve national competitiveness in order to increase market confidence to encourage investment flows and sustainable national economic growth.
5. Encourage awareness and social responsibility for the Company towards the community and environmental sustainability, especially around the Company business location.

PENILAIAN PENERAPAN GCG TAHUN 2021

2021 GCG IMPLEMENTATION ASSESSMENT

Pada tahun 2021, Perseroan kembali melakukan penilaian GCG sendiri (*self-assessment*) berdasarkan parameter BUMN sesuai dengan arahan PGN sebagai Pembina Anak Perusahaan. Penilaian GCG tersebut menguji 6 (enam) aspek sebagai berikut:

1. Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan;
2. Pemegang Saham dan RUPS/Pemilik Modal;
3. Dewan Komisaris/Dewan Pengawas;
4. Direksi;
5. Pengungkapan dan Keterbukaan Informasi;
6. Aspek lainnya seperti benchmark, penghargaan ataupun penyimpangan.

In 2021, the Company again conducted its own GCG assessment (*self-assessment*) based on SOE parameters in accordance with PGN's directives as Subsidiary Trustees. The GCG assessment examines 6 (six) aspects as follows:

1. Commitment to the Implementation of Sustainable Governance;
2. Shareholders and GMS/Capital Owners;
3. Board of Commissioners/Supervisory Board;
4. Directors;
5. Disclosure and Transparency of Information;
6. Other aspects such as benchmarks, awards or deviations.

Tabel Hasil Self-Assessment Berdasarkan Parameter BUMN Tahun 2021

Table of Self-Assessment Results Based on BUMN Parameters in 2021



No.	Aspek Pengujian Tested Aspect	Nilai Maksimal Maximum Score	Nilai Pencapaian Achieved Score	Tingkat Pemenuhan Fulfillment Rate
1.	Komitmen terhadap Penerapan Tata Kelola secara Berkelanjutan Commitment to the Implementation of Sustainable Governance	7.00	5.62	80%
2.	Pemegang Saham dan RUPS/ Pemilik Modal Shareholders and GMS/Capital Owners	9.00	8.18	91%
3.	Dewan Komisaris Board of Commissioners	35.00	22.02	63%
4.	Direksi Board of Directors	35.00	26.68	76%
5.	Pengungkapan dan Keterbukaan Informasi Disclosure and Transparency of Information	9.00	7.49	83%
6.	Faktor Lainnya Other Factors	5.00	3.75	75%
	Skor Keseluruhan Total Score	100.00	73.74	73.7%

Catatan: Target KPI terhadap Score Self Assessment GCG tahun 2021 adalah 70.

Notes: KPI target for 2021 GCG Self Assessment Score is 70.

MEKANISME GCG

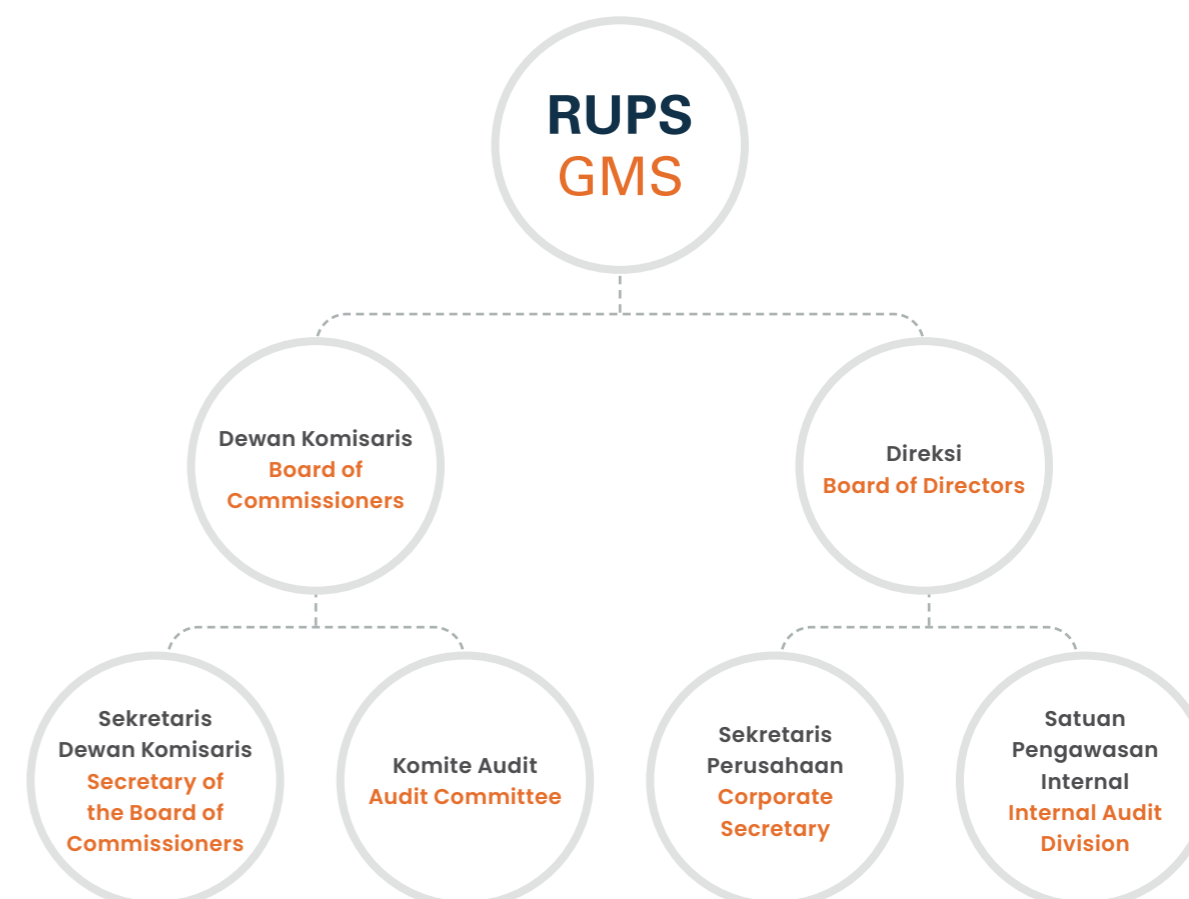
GCG MECHANISM

STRUKTUR TATA KELOLA PERUSAHAAN

Setiap Bagian dari Perseroan mempunyai independensi dalam melaksanakan tugas, fungsi dan tanggung jawab, mengacu pada ketentuan yang berlaku. Perseroan dalam pengelolaan dan pengambilan keputusan Perseroan, menjunjung tinggi nilai etika bisnis serta memahami tanggung jawab Perseroan terhadap Pemegang Saham dan Pemangku Kepentingan.

CORPORATE GOVERNANCE STRUCTURE

Every parts of the Company are independent in carrying out its duties, functions and responsibilities, as long as the operation did not stray from the corridor of applicable provisions. The management and decision-making process of the Company, upholds the values of business ethics, and the Company understands its responsibilities to Shareholders and Stakeholders.



1. Rapat Umum Pemegang Saham (RUPS)

Sebagai representasi dari pemilik perusahaan yang memiliki kekuasaan, RUPS merupakan organ yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris sesuai UU No. 40 Tahun 2007 tentang Perseroan Terbatas.

RUPS terdiri dari RUPS Tahunan dan RUPS Luar Biasa dan diadakan di tempat kedudukan perusahaan atau di tempat perusahaan melakukan kegiatan usaha. RUPS Tahunan diselenggarakan dalam jangka waktu paling lambat enam bulan setelah tahun buku berakhir. Untuk RUPS Luar Biasa diselenggarakan sewaktu-waktu berdasarkan kebutuhan Perseroan.

2. Dewan Komisaris

Dewan Komisaris merupakan majelis. Setiap Anggota Dewan Komisaris tidak dapat bertindak sendiri-sendiri. Komposisi Dewan Komisaris terdiri dari seorang atau lebih. Apabila diangkat lebih dari seorang anggota Dewan Komisaris, maka seorang di antaranya dapat diangkat sebagai Komisaris Utama.

Dewan Komisaris mengawasi kebijakan tata kelola perusahaan, pelaksanaan tata kelola baik mengenai manajemen Perseroan maupun kegiatan usaha, dan memberikan nasihat kepada Direksi. Dewan Komisaris berhak bertanya dan mendapatkan penjelasan dari Direksi terkait seluruh pelaksanaan tata kelola perusahaan. Dewan Komisaris dalam melaksanakan tugasnya melakukan Rapat Dewan Komisaris di tempat kedudukan/kegiatan Perseroan.

Rapat Dewan Komisaris dapat dilaksanakan setiap waktu bila dianggap perlu oleh seorang atau lebih Anggota Dewan Komisaris, atau atas permintaan tertulis seorang atau lebih Anggota Direksi. Rapat Dewan Komisaris juga dapat terlaksana atas permintaan 1 (satu) pemegang saham atau lebih yang bersama-sama mewakili 1/10 (satu persepuluh) bagian dari seluruh jumlah saham dengan hak suara yang sah.

1. General Meeting of Shareholders (GMS)

As a representation of the power-holding owner of the company, the GMS is an organ with special authorities not given to the Board of Directors or the Board of Commissioners in accordance with Law no. 40 of 2007 concerning Limited Liability Companies.

The GMS consists of the Annual GMS and Extraordinary GMS and is held at the domicile or the business place of the Company. The Annual GMS is held no later than six months after the end of the fiscal year. The Extraordinary GMS can be held at any time, pursuant to the needs of the Company.

2. Board of Commissioners

The Board of Commissioners is an assembly, which means that every member of the Board of Commissioners cannot act on their own. The Board of Commissioners consists of one or more members. If more than one member of the Board of Commissioners is appointed, one of them can be appointed as the President Commissioner.

The Board of Commissioners oversees corporate governance policies, the implementation of GCG in the Company's management and business activities and provides advice to the Board of Directors. The Board of Commissioners is allowed to ask questions and obtain explanations from the Board of Directors regarding the entire implementation of corporate governance. In carrying out their duties, the Board of Commissioners conducts Board of Commissioners Meetings at the domicile/activities of the Company.

Board of Commissioners may hold meetings at any time if deemed necessary by one or more of the members, or at the written request of one or more members of the Board of Directors. Meetings of the Board of Commissioners may also be held at the request of 1 (one) or more shareholders who together represent 1/10 (ten percent) of the total number of shares with valid voting rights.

Komisaris Utama bertugas sebagai pemimpin rapat. Keputusan rapat Dewan Komisaris mengikat hanya apabila lebih dari setengah bagian dari jumlah anggota Dewan Komisaris hadir atau diwakili dalam rapat. Keputusan Rapat Dewan Komisaris harus diambil berdasarkan musyawarah untuk mufakat. Apabila musyawarah untuk mufakat tidak tercapai maka keputusan diambil dengan pemungutan suara berdasarkan suara setuju lebih dari lima puluh persen dari jumlah suara sah dalam rapat.

Segala sesuatu yang dibicarakan dan diputuskan dalam Rapat Dewan Komisaris harus tercatat dalam Berita Acara dan ditandatangani oleh Ketua Rapat dan sekurang-kurangnya oleh seorang Anggota Dewan Komisaris lainnya yang hadir. Apabila Berita Acara dibuat oleh seorang Notaris, tandatangan-tandatangan tersebut tidak wajib dilakukan.

3. Direksi

Direksi mengelola PGAS Solution sesuai dengan maksud dan tujuan Perseroan. Selain itu, Direksi berwenang menjalankan pengurusan Perseroan sesuai dengan kebijakan yang dipandang tepat sesuai Anggaran Dasar Perseroan. Direksi terdiri dari sekurang-kurangnya 2 (dua) orang, 1 (satu) di antaranya menjabat sebagai Direktur Utama.

Dalam melaksanakan tugasnya, Direksi melakukan rapat Direksi di kantor pusat Perseroan. Penyelenggaraan rapat Direksi dapat dilakukan setiap waktu apabila dipandang perlu oleh satu orang atau lebih anggota Direksi, atas permintaan tertulis oleh satu orang atau lebih Direksi, atau atas permintaan tertulis dari satu lebih Pemegang Saham yang bersama-sama mewakili 10% atau lebih dari jumlah seluruh saham dengan hak suara.

The President Commissioner serves as the chair of the meeting. Decisions of the Board of Commissioners meeting are only binding if more than half of the total members of the Board of Commissioners are present or represented at the meeting. Decisions taken at Board of Commissioners' Meetings should be based on deliberation to reach consensus. If a consensus is not reached, the decision is taken by voting based on the affirmative vote of more than fifty percent of the total valid votes in the meeting.

Every matters discussed and decided in the Meeting of the Board of Commissioners should be recorded in the Minutes and signed by the Chairman of the Meeting and at least by another Member of the Board of Commissioners present. If the Official Report is made by a Notary, the signatures are not required.

3. Directors

The Board of Directors is responsible to manage PGAS Solution in accordance with the aims and objectives of the Company. They are also authorized to carry out the management of the Company in accordance with policies deemed appropriate in accordance with the Company's Articles of Association. The Board of Directors consists of at least 2 (two) people, 1 (one) of whom serves as the President Director.

The Board of Directors holds a Board of Directors meeting at the Company's head office to carry out their tasks and responsibilities. Meetings of the Board of Directors may be held at any time if deemed necessary by one or more members of the Board of Directors, at the written request of one or more Directors, or at the written request of one more Shareholders who together represent 10% or more of the total shares with voting rights.

Rapat Direksi dipimpin oleh Direktur Utama. Keputusan rapat Direksi harus diambil berdasarkan musyawarah untuk mufakat. Apabila tidak tercapai kuota, maka keputusan diambil dengan pemungutan suara berdasarkan suara setuju lebih dari 50% jumlah suara yang dikeluarkan dalam rapat.

Segala sesuatu yang dibicarakan dan diputuskan dalam rapat Direksi harus dibuat berita acara yang ditandatangani oleh ketua rapat dan sekurang-kurangnya 1 (satu) anggota Direksi lainnya yang hadir. Apabila berita acara tersebut dibuat oleh seorang notaris, tanda tangan tersebut tidak diperlukan.

4. Satuan Pengawasan Internal

Salah satu tugas Direksi adalah memastikan efektivitas sistem pengawasan dan pengendalian internal Perseroan, maka dari itu Direksi membentuk Satuan Pengawasan Internal ("SPI"). SPI memiliki tugas yaitu mengelola penyusunan strategi dan program pengawasan, mengendalikan kegiatan pelaksanaan pengawasan internal, mengendalikan kegiatan pendampingan audit korporat serta eksternal, mengendalikan kegiatan monitoring dan tindak lanjut hasil audit internal dan eksternal, mengelola enforcement program *Whistle Blowing System* (WBS) dan pengendalian Gratifikasi. SPI merupakan wujud nyata dari komitmen Perseroan dalam menciptakan tata kelola yang baik dan efisien.

The Board of Directors meeting is chaired by the President Director. Decisions taken at Board of Directors' Meetings should be based on deliberation to reach consensus. If a consensus is not reached, the decision is taken by voting based on the affirmative vote of more than fifty percent of the total valid votes in the meeting.

Every matters discussed and decided in the meeting of the Board of Directors must be made into an official report which is signed by the chairman of the meeting and at least 1 (one) other member of the Board of Directors present. If the minutes are made by a notary, the signature is not required.

4. Internal Control Unit

One of the duties of the Board of Directors is to ensure the effectiveness of the Company's internal monitoring and control system. To achieve this goal, the Board of Directors has established an Internal Supervisory Unit ("SPI"), which is responsible to manage the formulation of strategies and monitoring programs, controlling the implementation of internal supervision activities, controlling corporate and external audit assistance activities, controlling monitoring activities and following up on internal and external audit results, managing the enforcement of the Whistle Blowing System (WBS) program and controlling gratuities. SPI is a tangible manifestation of the Company's commitment to creating good and efficient governance.

5.2

KOMITMEN PENERAPAN GCG SECARA BERKELANJUTAN COMMITMENT TO GCG SUSTAINABLE IMPLEMENTATION

Selama hampir 9 tahun dan terus disempurnakannya penerapan GCG di lingkungan PGAS Solution, menunjukkan kesungguhan komitmen Perseroan dalam menjadikan prinsip-prinsip GCG sebagai pedoman dalam menjalankan bisnisnya.

Beberapa kebijakan Perseroan turut disahkan untuk mendukung penerapan GCG di seluruh lini, di antaranya Pedoman Tata Kelola Perusahaan yang Baik (GCG) PT PGAS Solution: P-001/100.08, dan perubahan Pedoman Kode Etik Perusahaan menjadi Pedoman Etika Usaha dan Etika Kerja.

Sejak tahun 2019, PGAS Solution memulai penilaian ketersediaan kebijakan GCG (*Soft Structure GCG*) secara internal dari PGN sebagai *Holding* (induk perusahaan) di mana Perseroan memiliki ketersediaan kebijakan GCG (*Soft Structure GCG*) antara lain:

1. Pedoman GCG
2. Pedoman Etika
3. Pedoman Manajemen Risiko
4. Kebijakan Corporate Secretary
5. Kebijakan Klasifikasi Informasi seperti PO Keterbukaan Informasi pada Publik
6. Kebijakan Tata Kelola IT seperti PO Perencanaan Proyek TI, PO pengendalian Dokumen Proyek TI, PO Pelaksanaan Proyek TI
7. Kebijakan Tata Kelola *Procurement* seperti PO Pengadaan Barang/Jasa baik itu internal maupun keproyekan

For almost 9 years, PGAS Solution has continuously improved the implementation of GCG within the Company. The consistency is proof of the Company's commitment in making GCG principles a guideline in running its business.

To support the implementation of GCG in every business activity, several Company policies were also approved, including PT PGAS Solution's Good Corporate Governance (GCG) Guidelines: P-001/100.08, and changes to the Company's Code of Ethics Guidelines into Business Ethics and Work Ethics Guidelines.

Since 2019, PGAS Solution has started an internal assessment of the availability of soft-structure GCG policies from PGN as the holding company. From the assessment, it was found that the Company has various soft-structure GCG policies available, including:

1. GCG Guidelines
2. Code of Ethics
3. Risk Management Guidelines
4. Corporate Secretary Policy
5. Information Classification Policy such as PO Information Disclosure to the Public
6. IT Governance Policies such as IT Project Planning PO, IT Project Document Control PO, IT Project Implementation PO
7. Procurement Governance Policies such as PO Procurement of Goods/Services, both internal and project

8. Kebijakan Penyusunan Laporan Tahunan seperti Surat PGN sebagai Induk Perusahaan terkait Pelaksanaan RUPS Tahunan TB 2019 Anak dan Cucu Perusahaan di mana di dalamnya terdapat materi laporan tahunan yang terdiri dari: profil perusahaan, laporan kinerja, laporan pelaksanaan TJSI (jika ada), analisis bisnis per segmen/isu strategis, laporan tata kelola perusahaan yang baik, gaji/honorarium dan tunjangan Direksi dan Dewan Komisaris di mana materi laporan tahunan tersebut menjadi satu kesatuan materi RUPS Tahunan.

9. Kebijakan Penyusunan RKAP

10. Kebijakan Penyusunan RJPP

11. Charter Komite Audit

Kemudian pada tahun 2020, Perseroan telah melakukan penetapan atas beberapa kebijakan dan Pedoman terkait *Soft Structure* GCG, yaitu:

1. Pedoman Audit *Charter* Satuan Pengawasan Internal (SPI) Nomor: P-001/100.09 tanggal 5 Maret 2020
2. Penetapan Pedoman *Whistleblowing System* (WBS) Nomor: P-002/100.09 tanggal 4 Mei 2020.
3. Penetapan Pedoman Tata Kelola Maturitas Inisiatif Strategis Nomor: P-002/100.07 tanggal 29 Juni 2020.

PENERAPAN GCG DI PGAS SOLUTION

PGAS Solution menerapkan kebijakan GCG secara optimal dan terus melakukan perbaikan. Pada tahun 2021, PGAS Solution melakukan penyusunan dan pembaruan terhadap kebijakan-kebijakan GCG dan pedoman-pedoman pendukung untuk memperkuat upaya penerapan GCG di lingkungan Perseroan, antara lain:

1. Pedoman Tata Kelola Perusahaan yang Baik (GCG) Nomor: P-001/100.08 Revisi 02 tanggal 27 September 2021

8. Policy for Preparation of Annual Reports, for example PGN's Letter as the Parent Company related to the Implementation of the TB 2019 Annual GMS of the Company's Subsidiaries and Sub-Subsidiaries. The letter mentions annual report materials, such as company profile, performance report, CSR implementation report (if any), business analysis per segment/strategic issue, report on good corporate governance, salary/honorarium and allowances for the Board of Directors and the Board of Commissioners in which the material for the annual report becomes an integral part of the material for the Annual GMS.

9. Policy on RKAP Preparation

10. Policy on RJPP Preparation

11. Audit Committee Charter

Then, in 2020, the Company determined several policies and guidelines related to GCG soft structures, such as:

1. Internal Audit Unit (SPI) Charter Guidelines Number: P-001/100.09 dated March 5, 2020
2. Stipulation of Whistleblowing System (WBS) Guidelines Number: P-002/100.09 dated May 4, 2020.
3. Stipulation of Strategic Initiative Maturity Governance Guidelines Number: P-002/100.07 dated June 29, 2020.

IMPLEMENTATION OF GCG AT PGAS SOLUTION

Through continuous improvements, PGAS Solution implemented GCG policies optimally. In 2021, PGAS Solution has prepared and updated GCG policies and supporting guidelines to strengthen efforts to implement GCG within the Company, including:

1. Guidelines for Good Corporate Governance (GCG) Number: P-001/100.08 Revision 02 dated September 27, 2021

2. Pedoman Etika Usaha dan Etika Kerja Nomor: P002/100.08 Revisi 02 tanggal 27 September 2021
3. Pedoman Manajemen Risiko PT PGAS Solution Nomor: P-001/100.07 Revisi 02 tanggal 1 Oktober 2021
4. Pedoman Whistleblowing System (WBS) Nomor: P-002/100.09 Revisi 01 tanggal 4 Oktober 2021
5. Penetapan Pedoman Penanganan Benturan Kepentingan dan Pengendalian Gratifikasi Nomor: P-003/100.09 tanggal 4 Oktober 2021

Diharapkan dengan berbagai tahapan yang telah dilakukan, penerapan GCG di PGAS Solution menjadi semakin optimal.

MEMPERKUAT IMPLEMENTASI GCG DI PGAS SOLUTION

Dalam rangka memperkuat implementasi GCG di PGAS Solution selama tahun 2021, Perseroan melakukan pencapaian program yang meliputi:

1. Sosialisasi Pedoman GCG serta Pedoman Etika Usaha dan Etika Kerja kepada seluruh Pekerja Perseroan

PGAS Solution melakukan sosialisasi prinsip-prinsip GCG yang ada di dalam Pedoman Tata Kelola Perusahaan yang Baik (GCG) Pedoman Etika Usaha dan Etika Kerja (Pedoman Etika) serta pedoman pendukung kebijakan GCG, minimal 1 (satu) bulan sekali melalui *online* yaitu *email blast* dan *Whatsapp Group* PGAS Solution kepada seluruh Pekerja PGAS Solution dan melalui *offline*, dengan tujuan untuk memberikan pemahaman mengenai pengenalan prinsip-prinsip GCG yang baik dalam pedoman GCG serta Pedoman Etika yang ada di PGAS Solution. Seluruh Pekerja PGAS Solution dapat membaca Pedoman GCG dan Pedoman Etika serta kebijakan GCG melalui website Perseroan (www.pgn-solution.co.id) dan website *Document Management System* (dms.pgn-solution.co.id). Adapun daftar sosialisasi penerapan GCG di PGAS Solution yang telah dilaksanakan pada tahun 2021 antara lain:

2. Guidelines for Business Ethics and Work Ethics Number: P002/100.08 Revision 02 dated September 27, 2021
3. PT PGAS Solution Risk Management Guidelines Number: P-001/100.07 Revision 02 dated October 1, 2021
4. Whistleblowing System (WBS) Guidelines Number: P-002/100.09 Revision 01 dated October 4, 2021
5. Stipulation of Guidelines for Handling Conflicts of Interest and Gratification Control Number: P-003/100.09 dated October 4, 2021

Through various implementation stages that have been carried out, the GCG implementation at the Company is expected to be more optimal.

STRENGTHENING GCG IMPLEMENTATION AT PGAS SOLUTION

To strengthen the GCG implementation at PGAS Solution during 2021, the Company achieved several GCG-related milestones, such as:

1. Dissemination of GCG Guidelines and Guidelines for Business Ethics and Work Ethics to all employees of the Company

PGAS Solution disseminated GCG principles stipulated in the Guidelines for Good Corporate Governance (GCG), Guidelines for Business Ethics and Work Ethics (Ethical Guidelines) as well as guidelines for supporting GCG policies, at least once a month through online (email and WhatsApp blast at PGAS Solution group) and offline means to all employees. This act is aimed to provide an understanding of the introduction of good GCG principles in the GCG guidelines and the Ethics Guidelines in PGAS Solution. Every employee of the Company can read the GCG Guidelines, policies, and ethics guidelines through the Company's website (www.pgn-solution.co.id) and the Document Management System website (dms.pgn-solution.co.id). The list of GCG implementation topics disseminated to the Company's employees in 2021 are as follows:

No.	Tanggal Date	Kegiatan Activity	Media Media
1	20 Januari 2021 January 20, 2021	Sosialisasi Penerapan Prinsip GCG yaitu <i>Independency</i> (Kemandirian) Socialization of "Independence" as an implementation of GCG Principles	Online (Email Blast)
2	19 Februari 2021 February 19, 2021	Sosialisasi Penerapan Prinsip GCG yaitu <i>Fairness</i> (kewajaran kesetaraan) kepada seluruh Pekerja PGAS Solution Socialization of "Fairness" as an implementation of GCG Principles to all PGAS Solution Employees	Online (Email Blast)
3	31 Maret 2021 March 31, 2021	Sosialisasi GCG terkait Implementasi Sistem Manajemen Anti Penyuapan GCG socialization regarding the Implementation of the Anti-Bribery Management System	Online (Email Blast)
4	6 Mei 2021 May 6, 2021	Sosialisasi Pedoman GCG terkait "Stop Gratifikasi dan Suap pada Hari Raya Idul Fitri" Socialization of GCG Guidelines regarding "Stopping Gratification and Bribery on Eid Al-Fitr"	Online (Email Blast)
5	1 Juni 2021 June 1, 2021	Sosialisasi Prinsip-Prinsip GCG "TARIF" Socialization of "TARIF" as an implementation of GCG Principles	Offline (Kantor Pusat PGAS Solution)
6	14 Juli 2021 July 14, 2021	Sosialisasi Pedoman GCG terkait "Komitmen PGAS Solution dalam penerapan GCG terutama pada Prinsip Transparansi tercermin dari Pembuatan Laporan Tahunan TB 2020 yang dilengkapi dengan Laporan Keuangan Audited" Dissemination of GCG Guidelines with the topic of "PGAS Solution's commitment in implementing GCG, particularly on the Transparency Principle, is reflected in the Preparation of the 2020 TB Annual Report which is accompanied by an Audited Financial Report"	Online (Email Blast)

No.	Tanggal Date	Kegiatan Activity	Media Media
7	25 Agustus 2021 August 25, 2021	Sosialisasi Pedoman Etika terkait "Penerapan Etika Usaha terhadap CSR – PGAS Solution telah melakukan program sosial ke masyarakat, campaign, revitalisasi lingkungan sebagai bentuk kepedulian pada lingkungan baik internal maupun eksternal" Socialization of the Ethics Guidelines with the topic of "Implementation of Business Ethics on CSR – PGAS Solution has carried out social programs to the community in the form of campaigns and environmental revitalization to prove its concern for the environment both internally and externally"	Online (Email Blast)
8	28 September 2021 September 28, 2021	Sosialisasi Pedoman Etika terkait "Penerapan Etika Usaha PGAS Solution terhadap Pelanggan" Socialization of the Code of Ethics regarding "Implementation of PGAS Solution's Business Ethics to Customers"	Online (Email Blast)
9	6 Oktober 2021 October 6, 2021	Sosialisasi DAK Departemen Hukum dan GCG salah satunya Pedoman GCG serta Pedoman Etika Usaha dan Etika Kerja (revisi kedua) Socialization of DAK Department of Law and GCG. One of the topics being discussed is the GCG Guidelines and Guidelines for Business Ethics and Work Ethics (second revision)	Online (Email Blast)
10	7 Oktober 2021 October 7, 2021	Sosialisasi GCG terkait "Self Assessment GCG dengan Parameter BUMN ke Anak Perusahaan (SENA)" GCG socialization regarding "Self Assessment of GCG with Parameters of BUMN to Subsidiaries (SENA)"	Online (Email Blast)
11	19 Oktober 2021 October 19, 2021	Sosialisasi GCG terkait "Self Assessment GCG dengan Parameter BUMN ke Satuan Kerja terkait di PGAS Solution" GCG socialization regarding "Self Assessment of GCG with BUMN Parameters to related Work Units at PGAS Solution"	Online (Email Blast)

No.	Tanggal Date	Kegiatan Activity	Media Media
12	3 November 2021 November 3, 2021	Sosialisasi Pedoman WBS terkait "Jangan Hanya Diam, Ayo Laporkan (WBS)" Dissemination of WBS Guidelines related to "Silence is not gold, just report your concerns (WBS)"	Online (Email Blast)
13	2 Desember 2021 December 2, 2021	Sosialisasi Benturan Kepentingan Socialization of conflict of interest	Online (Email Blast)

2. Sosialisasi Pedoman GCG, Pedoman Etika Usaha dan Etika Kerja dalam Induksi Pekerja Baru

2. Dissemination of GCG Guidelines, Guidelines for Business Ethics and Work Ethics in Induction of New Employees

No.	Tanggal Date	Kegiatan Activity
1	28 April 2021 April 28, 2021	Induksi Pekerja Baru tentang sosialisasi Company Profile, Visi Misi, Budaya, Pedoman GCG, Pedoman Etika Usaha dan Etika Kerja, Manajemen Risiko, HSSE Induction of New Employees discussing the socialization of Company Profile, Vision Mission, Culture, GCG Guidelines, Guidelines for Business Ethics and Work Ethics, Risk Management, HSSE
2	3 Mei 2021 May 3, 2021	Induksi Pekerja Baru tentang sosialisasi Company Profile, Visi Misi, Budaya, Pedoman GCG, Pedoman Etika Usaha dan Etika Kerja, Manajemen Risiko, HSSE Induction of New Employees discussing the socialization of Company Profile, Vision Mission, Culture, GCG Guidelines, Guidelines for Business Ethics and Work Ethics, Risk Management, HSSE
3	28 Juli 2021 July 28, 2021	Induksi Pekerja Baru tentang sosialisasi Company Profile, Visi Misi, Budaya, Pedoman GCG, Pedoman Etika Usaha dan Etika Kerja, Manajemen Risiko, HSSE Induction of New Employees discussing the socialization of Company Profile, Vision Mission, Culture, GCG Guidelines, Guidelines for Business Ethics and Work Ethics, Risk Management, HSSE
4	8 November 2021 November 8, 2021	Induksi Pekerja Baru tentang sosialisasi Company Profile, Visi Misi, Budaya, Pedoman GCG, Pedoman Etika Usaha dan Etika Kerja, Manajemen Risiko, HSSE Induction of New Employees discussing the socialization of Company Profile, Vision Mission, Culture, GCG Guidelines, Guidelines for Business Ethics and Work Ethics, Risk Management, HSSE

3. Sosialisasi Pedoman Etika Usaha dan Etika Kerja dalam meeting Budaya setiap Direktorat minimal 1 (satu) bulan sekali

3. The dissemination of the Guidelines for Business Ethics and Work Ethics are done at least once monthly in the Cultural meeting of each Directorate

4. Pelaksanaan Self Assessment GCG tahun 2021 dengan skor keseluruhan 73,74 dari nilai maksimal 100. Hasil ini melebihi target KPI sebesar 70.

4. In 2021, a self-assessment of GCG was conducted with an overall score of 73.74 out of a maximum score of 100, exceeding the KPI target of 70.

5. Pengelolaan Whistleblowing System

Perseroan telah memiliki kebijakan sistem pelaporan atas dugaan penyimpangan pada perusahaan (Whistleblowing System) sebagaimana tertuang dalam Pedoman Whistleblowing System (WBS) Nomor: P-002/100.09 tanggal 4 Mei 2020 dan telah diperbaharui menjadi Pedoman Whistleblowing System (WBS) Nomor: P-002/100.09 Revisi 01 tanggal 4 Oktober 2021 yang telah ditandatangani oleh Direktur Utama.

5. Whistleblowing System Management

The Company has a Whistleblowing System, which is a reporting system policy on alleged irregularities in the company. The existence of this program is stipulated in the Whistleblowing System (WBS) Guidelines Number: P-002/100.09 dated May 4, 2020 and has been updated to become the Whistleblowing System (WBS) Guidelines Number: P-002 /100.09 Revision 01 dated October 4, 2021 which has been signed by the President Director.

WBS yang berlaku di Perseroan terintegrasi dengan WBS PT Pertamina Gas Negara Tbk., termasuk dalam hal organ WBS dan media pelaporan yang digunakan. Fungsi Satuan Pengawasan Internal (SPI) dengan persetujuan dari Direksi, wajib melakukan peninjauan secara berkala terhadap Pedoman WBS ini sesuai dengan perkembangan usaha Perseroan, lingkungan usaha, peraturan perundang-undangan yang berlaku dan kebijakan khusus dari PGN.

The WBS used in the Company is integrated with the WBS of PT Pertamina Gas Negara Tbk., including its organ and reporting media. With the approval of the Board of Directors, the Internal Supervisory Unit (SPI) function is required to periodically review this WBS Guide in accordance with the Company's business development, business environment, applicable laws and regulations and special policies from PGN.

Untuk menjalankan fungsinya, Divisi SPI mempunyai tugas salah satunya adalah mengelola *enforcement* program WBS sebagaimana tertuang dalam Keputusan Direksi PGAS Solution tentang Struktur Organisasi dan Tata Kerja PT PGAS Solution yang berlaku.

To carry out its functions, the SPI Division has various tasks, and one of which is managing the enforcement of the WBS program as stated in the Decree of the Board of Directors of PGAS Solution concerning the Organizational Structure and Work Procedure of PT PGAS Solution.

6. Pakta Integritas bagi Direksi dan Dewan Komisaris

Sebagai bentuk komitmen Perseroan dalam hal penerapan tata kelola perusahaan yang baik, maka penandatanganan Pakta Integritas dilakukan oleh seluruh Direksi dan Dewan Komisaris yang baru sesuai dengan arahan

6. Integrity Pact for the Board of Directors and the Board of Commissioners

As a form of the Company's commitment to implementing good corporate governance, all new Directors and Board of Commissioners signed the new Integrity Pact in accordance with the direction of PGN as the Parent Company.

PGN sebagai Induk Perusahaan. Pakta Integritas untuk Direksi baru yang berisi: dengan kesadaran penuh sebagai insan yang bertanggung jawab, atas kehendak sendiri yang bebas dari pengaruh pihak manapun, dengan ini menyatakan kesanggupan dan kesediaan ybs untuk terikat pada hal-hal yang dinyatakan salah satunya adalah "Sanggup mengemban amanah atas dasar kepercayaan (*fiduciary duties*), mengupayakan pencapaian kinerja Perusahaan secara maksimal dengan mengindahkan prinsip-prinsip Tata Kelola Perusahaan yang Baik (GCG), bersikap dan mengambil keputusan dengan penuh kehati-hatian atau *prudent (duty of care)*, berani mengambil tanggung jawab penuh atas jalannya Perseroan (*responsibility*), secara konsisten mendahulukan yang terbaik bagi kepentingan Perseroan di atas kepentingan pribadi (*duty of loyalty*), menjauhi segala bentuk benturan kepentingan baik potensi maupun aktual (*conflict of interest rule*) serta mentaati semua ketentuan yang berlaku (*accountability*)".

Sedangkan bentuk komitmen Perseroan dalam hal penerapan tata kelola perusahaan yang baik bagi Dewan Komisaris yang baru dituangkan dalam Surat PGN Nomor: 008602.S/PR.06.02/FCB/2020 perihal pengangkatan Dewan Komisaris baru dimana dalam melaksanakan tugasnya, setiap anggota Dewan Komisaris harus: mematuhi Anggaran Dasar Perseroan dan peraturan perundang-undangan serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran serta sebagai anggota Dewan Komisaris, wajib menerapkan prinsip-prinsip GCG secara konsisten dan menjadikan GCG sebagai landasan operasional Perseroan. Sesuai dengan prinsip-prinsip GCG, tidak diperbolehkan berada dalam posisi dimana kepentingan pribadi dapat mengganggu kemandirian dalam membuat keputusan bagi kepentingan dan tujuan Perseroan. Dengan demikian, diminta setiap saat untuk

Integrity Pact for the new Board of Directors reads as follow: "with full awareness as a responsible human being, of his own free will free from the influence of any party, hereby I am declaring my ability and willingness to be bound by matters stated, one of which is "Being able to carry out the mandate of the basis of trust (*fiduciary duties*), strive to achieve maximum Company performance by heeding the principles of Good Corporate Governance (GCG), behave and make decisions prudently (*duty of care*), dare to take full responsibility for running the Company (*responsibility*), consistently prioritizing the best for the interests of the Company above personal interests (*duty of loyalty*), avoiding all forms of potential and actual conflicts of interest (*conflict of interest rule*) and complying with all applicable provisions (*accountability*)".

Meanwhile, the Company stated its commitment to implement good corporate governance for the new Board of Commissioners in PGN Letter Number: 008602.S/PR.06.02/FCB/2020 regarding the appointment of new Board of Commissioners member. The letter stipulated that when carrying out their duties, each member of the Board of Commissioners must comply with the Company's Articles of Association and laws and regulations as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness. As a member of the Board of Commissioners, they should also apply GCG principles consistently and make GCG the operational basis of the Company. In accordance with GCG principles, they should not be in a position where personal interests can interfere with independence in making decisions for the interests and objectives of the Company. Accordingly, they are requested at any time to notify the possibility of a conflict of

memberitahukan kemungkinan adanya benturan kepentingan baik secara langsung maupun tidak langsung selama menjabat sebagai anggota Dewan Komisaris.

7. Penerapan Sistem Manajemen ISO dan SMK3

PGAS Solution telah menerapkan Sistem Manajemen Mutu ISO 9001:2015. Sistem Manajemen Mutu yaitu Sertifikat ISO 9001:2015 QMS (*Quality Management System*) yang sertifikatnya diterbitkan oleh SAI Global. Masa berlaku sertifikat ISO 9001:2015 yaitu sampai dengan tanggal 3 Desember 2023.

Selain itu, PGAS Solution telah melaksanakan Kegiatan Audit Eksternal Sistem Manajemen Mutu (ISO 9001:2015), Sistem Manajemen Keselamatan dan Kesehatan Kerja (ISO 45001:2018) dan Sistem Manajemen Lingkungan (ISO 14001:2015) pada tanggal 2-9 November 2020 dengan auditor yaitu SAI Global. Tidak lupa juga, PGAS Solution memiliki Sertifikasi Sistem Manajemen Keselamatan dan Kesehatan Kerja / *Certificate Occupational Health & Safety Management System* (ISO 45001:2018) dan Sistem Manajemen Lingkungan/ *Certificate Environmental Management System* (ISO 14001:2015) yang berlaku sampai dengan 26 Desember 2022 yang diterbitkan oleh SAI Global.

Sepanjang 2021, kegiatan PGAS Solution yang terkait penerapan Sistem Manajemen ISO dan SMK3 adalah sebagai berikut:

No.	Tanggal Date	Kegiatan Activity
1	5-16 Juli 2021 July 5 - 16, 2021	Pelaksanaan Audit Internal Sistem Manajemen Mutu (ISO 9001:2015), Sistem Manajemen K3PL dan Pengamanan (PP No 50 tahun 2012, ISO 14001:2015, ISO 45001:2018) dan Sistem Manajemen Risiko (ISO 31000:2018) Internal Auditing of Quality Management System (ISO 9001:2015), K3PL and Security Management System (PP No 50 of 2012, ISO 14001:2015, ISO 45001:2018) and Risk Management System (ISO 31000:2018)

interest either directly or indirectly while serving as a member of the Board of Commissioners.

7. Implementation of ISO and SMK3 Management System

PGAS Solution has implemented the ISO 9001:2015 Quality Management System, with a certificate which was issued by SAI Global. The validity period of the ISO 9001:2015 certificate is until December 3, 2023.

In addition, PGAS Solution has carried out External Audit Activities of Quality Management System (ISO 9001:2015), Occupational Health and Safety Management System (ISO 45001:2018) and Environmental Management System (ISO 14001:2015) on November 2 - 9, 2020 with SAI Global auditors. Moreover, PGAS Solution has Occupational Health and Safety Management System Certificate (ISO 45001:2018) and Environmental Management System Certificate (ISO 14001:2015) which is valid until December 26, 2022, both issued by SAI Global.

Throughout 2021, PGAS Solution activities related to the implementation of the ISO Management System and SMK3 are as follows:

No.	Tanggal Date	Kegiatan Activity
2	8-12 November 2021 November 8 – 12, 2021	Pelaksanaan Kegiatan Audit Eksternal Sistem Manajemen Mutu (ISO 9001:2015), Sistem Manajemen Keselamatan & Kesehatan Kerja (ISO 45001:2018) dan Sistem Manajemen Lingkungan (ISO 14001:2015) External Auditing of Quality Management System (ISO 9001:2015), Occupational Health & Safety Management System (ISO 45001:2018) and Environmental Management System (ISO 14001:2015)

8. Pengendalian Gratifikasi dan Penanganan Benturan Kepentingan

Sebagai komitmen penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik (GCG), PGAS Solution telah menetapkan kebijakan Benturan Kepentingan dan Pengendalian Gratifikasi yaitu Pedoman Penanganan Benturan Kepentingan dan Pengendalian Gratifikasi Nomor: P-003/100.09 tanggal 4 Oktober 2021 yang telah ditetapkan oleh Direktur Utama, sebagai wujud komitmen dan dasar implementasi dalam hal penanganan benturan kepentingan dan pengendalian gratifikasi untuk memberikan arahan dan acuan bagi Pekerja PGAS Solution yang berkenaan dengan benturan kepentingan, penerimaan, penolakan, pemberian dan permintaan gratifikasi agar sesuai dengan prinsip GCG sehingga dapat mendorong pelaksanaan etika usaha dan etika kerja, pencegah benturan kepentingan, pencegah kecurangan, korupsi dan penyimpangan perilaku lainnya.

Pengelolaan Gratifikasi dan Benturan Kepentingan berada di Satuan Pengawasan Internal (SPI) berdasarkan Keputusan Direksi PGAS Solution tentang Struktur Organisasi dan Tata Kerja PT PGAS Solution yang berlaku. Selama tahun 2021, tidak terdapat pelaporan gratifikasi di Perseroan yang kemudian dilaporkan ke KPK.

8. Gratification Control and Handling of Conflict of Interest

As a commitment to implement the principles of Good Corporate Governance (GCG), PGAS Solution has established a Conflict of Interest and Gratification Control policy in the form of Guidelines for Handling Conflicts of Interest and Gratification Control Number: P-003/100.09 dated October 4, 2021 which has been set by the President Director. This guide serves as a direction and reference for PGAS Solution Workers regarding conflicts of interest, acceptance, rejection, granting and request for gratuities in accordance with GCG principles, with the end goal to encourage the implementation of business ethics and work ethics, preventing conflicts of interest, preventing fraud, corruption, and other behavioral irregularities.

Management of Gratification and Conflict of Interest is the responsibility of the Internal Control Unit (SPI) based on the Decision of the Board of Directors of PGAS Solution regarding the Organizational Structure and Work Procedure of PT PGAS Solution that applies. In 2021, there was no gratuity reporting in the Company which was then reported to the KPK.

5.3

RAPAT UMUM PEMEGANG SAHAM GENERAL MEETING OF SHAREHOLDERS (GMS)

Rapat Umum Pemegang Saham (RUPS) merupakan representasi dari pemilik perusahaan yang memiliki kendali penuh. RUPS mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan sesuai UU No. 40 Tahun 2007 tentang Perseroan terbatas. Sesuai dengan ketentuan Pasal 9 ayat 1 Anggaran Dasar PGAS Solution, RUPS adalah RUPS Tahunan dan RUPS Luar Biasa.

RUPS Tahunan diselenggarakan dalam waktu selambatnya enam bulan setelah tahun buku berakhir. Sedangkan untuk RUPS Luar Biasa diselenggarakan sewaktu-waktu berdasarkan kebutuhan untuk kepentingan perusahaan dengan memperhatikan perundang-undangan dan Anggaran Dasar sebagaimana tercantum dalam Pasal 9 ayat 5 Anggaran Dasar PGAS Solution.

Keputusan RUPS diambil berdasarkan musyawarah untuk mufakat. Jika tidak tercapai, maka sesuai dengan ketentuan Pasal 11 ayat 1 huruf e Anggaran Dasar, keputusan RUPS adalah sah jika disetujui lebih dari ½ (satu per dua) dari jumlah suara dikeluarkan dalam RUPS, kecuali jika ditentukan lain dalam Anggaran Dasar. Pemegang Saham pun dapat juga mengambil keputusan yang mengikat di luar RUPS dengan ketentuan semua pemegang saham memberikan persetujuan mengenai usul yang diajukan secara tertulis serta menandatangani persetujuan tersebut. Keputusan yang diambil dengan cara demikian, mempunyai kekuatan yang sama dengan keputusan yang diambil secara sah dalam RUPS.

The General Meeting of Shareholders (GMS) is a representation of the Company owners with full control capabilities. The GMS has powers that are not given to the Board of Directors or the Board of Commissioners within the limits determined in accordance with Law no. 40 of 2007 concerning Limited Liability Companies. In accordance with the provisions of Article 9 paragraph 1 of the Articles of Association of PGAS Solution, the GMS in the Company can be in the form of Annual GMS and Extraordinary GMS.

The Annual GMS is held no later than six months after the end of the fiscal year. Meanwhile, the Extraordinary GMS is held whenever the Company needs it by taking into account the legislation and the Articles of Association as stated in Article 9 paragraph 5 of the Articles of Association of PGAS Solution.

GMS decisions are taken based on deliberation for consensus. If the process failed to produce a consensus, in accordance with the provisions of Article 11 paragraph 1 letter e of the Articles of Association, the decision of the GMS is valid if it is approved by more than half of the total votes cast in the GMS, unless otherwise stipulated in the Articles of Association. Shareholders can also make binding decisions outside the GMS if all shareholders give their approval to the proposal submitted in writing and sign the agreement. Decisions taken in this way have the same power as decisions taken legally at the GMS.

PELAKSANAAN RUPS

IMPLEMENTATION OF THE GMS

Sepanjang tahun 2021, PGAS Solution telah melaksanakan 1 kali RUPS, yaitu RUPS Tahunan dilaksanakan secara sirkuler, dengan terlebih dahulu dilakukan rapat dengan Staf Pemegang Saham Perusahaan sesuai dengan Surat PGN Nomor: 001500.S/PR.06.02/CST/2021 tanggal 14 Januari 2021 tentang Pelaksanaan Rapat Umum Pemegang Saham ("RUPS") Tahunan Tahun Buku 2020 Anak dan Cucu Perusahaan sebagaimana telah diubah melalui Surat PGN Nomor: 011800.S/PR.06.02/CST/2021 tanggal 5 April 2021 tentang Penyesuaian Pelaksanaan RUPS Tahunan Tahun Buku 2020 Anak dan Cucu Perusahaan.

Throughout 2021, PGAS Solution has held 1 GMS, which is the circular Annual GMS. Preceding this GMS, a meeting was held with the Company's Staff Shareholders in accordance with PGN Letter Number: 001500.S/PR.06.02/CST/2021 dated January 14, 2021 regarding the Implementation of the Annual General Meeting of Shareholders ("GMS") for Fiscal Year 2020 of the Company's Subsidiaries and Grandchildren as amended by PGN Letter Number: 011800.S/PR.06.02/CST/2021 dated April 5, 2021 concerning Adjustments to the Implementation of the Annual GMS for Fiscal Year 2020 Concerning Company's Children and Grandchildren.

Hasil Keputusan RUPS Tahunan Tahun Buku 2020

Resolutions of The 2020 Annual GMS



Agenda Agenda	Keputusan RUPS GMS Resolution	Tindak Lanjut RUPS GMS Actions
Persetujuan Laporan Tahunan Perusahaan Tahun Buku 2020. Approval of the Company's Annual Report for Fiscal Year 2020.	Menyetujui Laporan Tahunan Perseroan Tahun Buku 2020 dan Laporan Tugas Pengawasan Dewan Komisaris Tahun Buku 2020. Approved the Company's Annual Report for Fiscal Year 2020 and Report on the Supervisory Duties of the Board of Commissioners for Fiscal Year 2020.	Sudah disetujui oleh Pemegang Saham sebagaimana tertuang dalam Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor: 029.K/OT.00.02/102/2021 tanggal 30 Juni 2021 tentang Rapat Umum Pemegang Saham Tahunan Tahun Buku 2020. The annual report has been approved by the Shareholders as stated in the Circular Decision of the Shareholders of PT PGAS Solution Number: 029.K/OT.00.02/102/2021 dated June 30, 2021 concerning the 2020 Annual General Meeting of Shareholders.

Agenda

Agenda

2. Pengesahan Laporan Keuangan Perusahaan Tahun Buku 2020 yang telah diaudit Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan (PricewaterhouseCoopers Indonesia) sesuai dengan laporannya tanggal 23 April 2021 dengan pendapat wajar dalam semua hal yang material, sesuai dengan standar Akuntansi Keuangan di Indonesia, serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi atas tindakan pengurusan dan Dewan Komisaris atas tindakan pengawasan yang telah dilakukan selama Tahun Buku 2020, sepanjang:
 - a. tindakan tersebut sesuai dengan peraturan perundang-undangan yang berlaku;
 - b. tindakan tersebut telah tercermin dalam Laporan Tahunan Perusahaan Tahun Buku 2020 dan Laporan Keuangan Perusahaan Tahun Buku 2020.

2. Ratification of the Company's Financial Statements for Fiscal Year 2020 which has been audited by the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Rekan (PricewaterhouseCoopers Indonesia) in accordance with its report dated April 23, 2021 with a fair opinion in all material respects, in accordance with Financial Accounting standards in Indonesia, and to provide full discharge of responsibilities (volledig acquit et de charge) to the Board of Directors for management actions and the Board of Commissioners for supervisory actions that have been carried out during the 2020 Fiscal Year, as long as:
 - a. the actions taken are in accordance with the applicable laws and regulations; and
 - b. these actions have been reflected in the Company's Annual Report for Fiscal Year 2020 and Company Financial Statements for Fiscal Year 2020.

Keputusan RUPS

GMS Resolution

- (1) Mengesahkan Laporan Keuangan Konsolidasian Perseroan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2020 beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan sebagaimana Laporan Nomor: 00689/2.1025/AU.1/03/1122-1/1/IV/2021 tanggal 23 April 2021 dengan pendapat: "Menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT PGAS Solution dan entitas anak tanggal 31 Desember 2020, serta kinerja keuangan dan arus kas konsolidasian untuk tahun berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia", sebagaimana terlampir pada Keputusan Para Pemegang Saham Secara Sirkuler ini.
- (2) Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan yang telah dilakukan selama Tahun Buku 2020, sepanjang:
 - a. tindakan yang dilakukan tercermin dalam Laporan Tahunan termasuk Laporan Keuangan Perseroan Tahun Buku 2020;
 - b. tidak bertentangan dengan prosedur internal dan peraturan perundang-undangan yang berlaku;
 - c. tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum;
 - d. telah menerapkan tata kelola perusahaan yang baik.
- (1) Ratify the Company's Consolidated Financial Statements for the Fiscal Year ending December 31, 2020 along with explanations which have been audited by the Public Accounting Firm of Tanudiredja, Wibisana, Rintis & Partners as Report Number: 00689/2.1025/AU.1/03/1122-1/1/IV/2021 dated April 23, 2021 with the opinion: "Presenting fairly, in all material

Tindak Lanjut RUPS

GMS Actions

- (1 dan 2) Sudah disetujui oleh Pemegang Saham sebagaimana tertuang dalam Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor: 029.K/OT.00.02/102/2021 tanggal 30 Juni 2021 tentang Rapat Umum Pemegang Saham Tahunan Tahun Buku 2020.
- (1 and 2) It has been approved by the Shareholders as stated in the Circular Decision of the Shareholders of PT PGAS Solution Number: 029.K/OT.00.02/102/2021 dated June 30, 2021 concerning the 2020 Annual General Meeting of Shareholders.

Agenda Agenda	Keputusan RUPS GMS Resolution	Tindak Lanjut RUPS GMS Actions
	<p>respects, the consolidated financial position of PT PGAS Solution and its subsidiaries as of December 31, 2020, as well as the consolidated financial performance and cash flows for the year ended that date, in accordance with Indonesian Financial Accounting Standards", as attached to this Circular Shareholders' Decision.</p> <p>(2) Provide full discharge of responsibilities (volledig acquit et de charge) to the Board of Directors for management actions and to the Board of Commissioners for supervisory actions that have been carried out during the 2020 Fiscal Year, provided:</p> <p>a. the actions taken are reflected in the Annual Report including the Company's Financial Statements for Fiscal Year 2020;</p> <p>b. the actions taken do not conflict with internal procedures and applicable laws and regulations;</p> <p>c. the actions are not criminal acts and/or acts against the law;</p> <p>d. the management has implemented good corporate governance.</p>	
<p>3. Persetujuan dan Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2020.</p> <p>3. Approval and Determination of the Use of the Company's Net Profits for Fiscal Year 2020.</p>	<p>Menetapkan penggunaan Laba Tahun Berjalan yang dapat diatribusikan kepada Pemilik Entitas Induk (Laba Bersih) Perseroan Tahun Buku 2020 yang seluruhnya berjumlah Rp46.899.292.407,- (Empat Puluhan Enam Miliar Delapan Ratus Sembilan Puluh Sembilan Juta Dua Ratus Sembilan Puluh Dua Ribu Empat Ratus Tujuh Rupiah) dicatat sebagai Saldo Laba untuk mendukung kegiatan operasional dan pengembangan usaha Perseroan.</p> <p>Determined the use of Profit for the Year attributable to Owners of the Parent Entity (Net Profit) of the Company for Fiscal Year 2020 totaling IDR46,899,292,407 (Forty Six Billion Eight Hundred Ninety Nine Million Two Hundred Ninety Two Thousand Four Hundred Seven Rupiah). The profit is recorded as Retained Earnings to support the Company's operational activities and business development.</p>	<p>Penggunaan Laba Bersih Perseroan Tahun Buku 2020 sebesar Rp46.899.292.407,- (Empat Puluhan Enam Miliar Delapan Ratus Sembilan Puluh Sembilan Juta Dua Ratus Sembilan Puluh Dua Ribu Empat Ratus Tujuh Rupiah) digunakan untuk modal kerja proyek, mendukung kegiatan operasional dan pengembangan usaha Perseroan.</p> <p>The use of the Company's Net Profit for Fiscal Year 2020 of IDR46,899,292,407 (Forty Six Billion Eight Hundred Ninety Nine Million Two Hundred Ninety Two Thousand Four Hundred Seven Rupiah) is used for project working capital, to support the Company's operational activities and business development.</p>

Agenda Agenda	Keputusan RUPS GMS Resolution	Tindak Lanjut RUPS GMS Actions
<p>4. Penetapan Kantor Akuntan Publik untuk melaksanakan Audit Laporan Keuangan Perseroan Tahun Buku 2021.</p>	<p>Menetapkan Kantor Akuntan Publik untuk melaksanakan audit Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2021 sama dengan Kantor Akuntan Publik dari Pemegang Saham mayoritas dan mendelegasikan kewenangan penetapannya kepada Dewan Komisaris Perseroan berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku. Proses audit oleh Kantor Akuntan Publik mencakup sekurang-kurangnya Audit Umum atas Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2021.</p> <p>Appointed the same Public Accounting Firm as the majority shareholder to audit the Company's Consolidated Financial Statements for the 2021 Fiscal Year, and delegated the appointment authority to the Board of Commissioners of the Company, as well as the service budget, in accordance with applicable regulations and regulations. The audit process by the Public Accounting Firm includes at least a General Audit of the Company's Consolidated Financial Statements for the 2021 Fiscal Year.</p>	<p>Telah dilakukan audit laporan keuangan</p> <p>An audit of financial statements has been carried out</p>
<p>5. Penetapan Besaran Remunerasi Direksi Perusahaan dan Dewan Komisaris Perusahaan.</p> <p>5. Determination of the amount of remuneration for the Company's Board of Directors and the Company's Board of Commissioners.</p>	<p>Menetapkan Penghargaan atas Kinerja (Tantiem) Tahun Buku 2020 dan Remunerasi Tahun Buku 2021 bagi Direksi dan Dewan Komisaris Perseroan akan ditetapkan secara terpisah oleh Pemegang Saham mayoritas.</p> <p>Determined the Performance Award (Tantiem) for Fiscal Year 2020. The Fiscal Year 2021 remuneration for the Company's Board of Directors and Board of Commissioners will be determined separately by the majority shareholder.</p>	<p>Tantiem Direksi dan Dewan Komisaris Tahun Buku 2020 telah dibayarkan pada tanggal 19 November 2021.</p> <p>The bonus for the Board of Directors and the Board of Commissioners for Fiscal Year 2020 has been paid on November 19, 2021.</p>

5.4

PEMEGANG SAHAM UTAMA DAN PENGENDALI MAJOR AND CONTROLLING SHAREHOLDERS

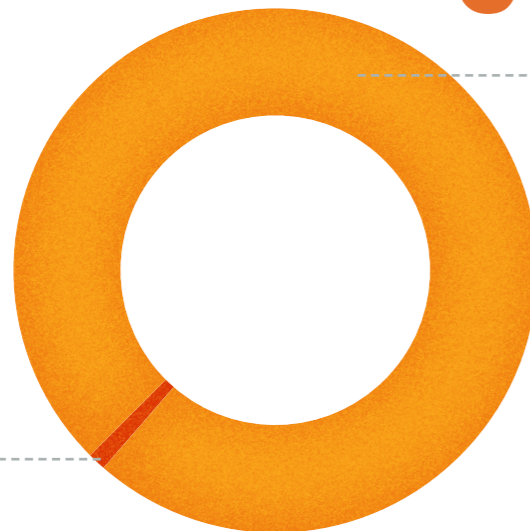
PT Pertamina Gas Negara Tbk (PGN) menjadi pemegang saham utama dan pengendali atas PGAS Solution dengan memiliki jumlah saham sebesar 99,91 persen. Sisanya, 0,09% dimiliki Yayasan Kesejahteraan Pegawai dan Pensiunan Gas Negara (YKPP).

PT Pertamina Gas Negara (PGN) is the main and controlling shareholder of PGAS Solution with 99.91% ownership, and the 0.09% is owned by National Gas Employee Welfare and Pensioner Foundation (YKPP).

Kepemilikan Saham PGAS Solution PGAS Solution's Share Ownership



99,91%



YKPP
0,09%

5.5

URAIAN DEWAN KOMISARIS DESCRIPTION OF THE BOARD OF COMMISSIONERS

Jajaran Dewan Komisaris yang terdiri dari empat individu dengan latar belakang yang berbeda, memiliki tugas dan tanggung jawab untuk mengawasi dan memberikan nasihat kepada Direksi serta memastikan pelaksanaan GCG pada seluruh tingkat organisasi dalam PGAS Solution berjalan sesuai yang telah ditentukan. Dalam menjalankan fungsi pengawasannya, Dewan Komisaris dibantu oleh Komite Audit dan Sekretaris.

The Board of Commissioners, which consists of four individuals with different backgrounds, is responsible to supervise and provide advice to the Board of Directors and ensure the implementation of GCG at all levels of the organization in PGAS Solution as stipulated in the Articles of Association. In carrying out its supervisory function, the Board of Commissioners is assisted by the Audit Committee and the Secretary.

Tercatat beberapa Komisaris berikut ini juga memiliki jabatan di perusahaan lain dan/atau penugasan di instansi lainnya.

Aside from their position in PGAS Solution these following Commissioners also hold a position in other companies and/or assigned in other agencies.

1. Arie Nobelta Kaban (Telusur Konsultan Indonesia)
2. Upik Jamil (Kementerian ESDM)
3. Andi Wibowo (Kantor Staf Presiden)
4. Alimuddin Baso (Kementerian ESDM)
5. Arya Anugrah Pratama Kuntadi (Komisaris di PT Suryandranusa dan Koordinator Pengusaha Tim Implementasi Pertashop Kementerian BUMN)

1. Arie Nobelta Kaban (Search for Indonesian Consultants)
2. Upik Jamil (Ministry of Energy and Mineral Resources)
3. Andi Wibowo (Presidential Staff Office)
4. Alimuddin Baso (Ministry of Energy and Mineral Resources)
5. Arya Anugrah Pratama Kuntadi (Commissioner at PT Suryandranusa and Entrepreneur Coordinator of the Pertashop Implementation Team of the Ministry of SOEs)

KOMPOSISI DEWAN KOMISARIS COMPOSITION OF THE BOARD OF COMMISSIONERS

Pada tahun 2021, terjadi perubahan komposisi Dewan Komisaris PGAS Solution. Komposisi Dewan Komisaris dari Januari – 23 Agustus 2021 adalah sebagai berikut:

In 2021, the composition of the Board of Commissioners of PGAS Solution has changed. The composition of the Board of Commissioners from January – August 23, 2021 is as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Bases	Periode Period
Arie Nobelta Kaban	Komisaris Utama President Commissioner	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 19 tanggal 11 November 2019, yang dibuat dihadapan Notaris Vincent Sugeng Fajar S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number 19 dated November 11, 2019, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.	1 November 2019 – Sekarang November 1, 2019 – Current
Alimuddin Baso	Komisaris Commissioner	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 45 tanggal 27 Maret 2018, yang dibuat dihadapan Notaris Vincent Sugeng Fajar S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number 45 dated March 27, 2018, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.	13 Maret 2018 – 23 Agustus 2021 March 13, 2018 – August 23, 2021
Upik Jamil	Komisaris Commissioner	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 1 tanggal 04 Mei 2020, yang dibuat di hadapan Notaris Vincent Sugeng Fajar S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number 1 dated May 04, 2020, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.	16 April 2020 – sekarang April 16, 2020 – Current
Andi Wibowo	Komisaris Commissioner	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 1 tanggal 04 Mei 2020, yang dibuat di hadapan Notaris Vincent Sugeng Fajar S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number 1 dated May 04, 2020, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.	16 April 2020 – sekarang April 16, 2020 – Current

Perubahan susunan Dewan Komisaris terjadi di 23 Agustus 2021 sebagaimana tertuang dalam Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler Nomor 10 tanggal 01 September 2021 bahwa memberhentikan dengan hormat Saudara Alimuddin Baso dari jabatannya sebagai Komisaris Perseroan, dengan alasan rotasi penugasan perwakilan PGN sebagai Komisaris Perseroan, berlaku efektif terhitung mulai tanggal 23 Agustus 2021, maka komposisinya menjadi sebagai berikut:

The change in the composition of the Board of Commissioners occurred on August 23, 2021 as stated in the Circular Deed of Decision of the Shareholders Number 10 dated September 1, 2021. A part of the deed stipulates that starting from August 23, 2021, Mr. Alimuddin Baso is released from his position as Commissioner of the Company, on the grounds of rotation of the assignment of PGN representatives as Commissioner of the Company. Thus, the new composition of the Board of Commissioners is described below.

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Bases	Periode Period
Arie Nobelta Kaban	Komisaris Utama President Commissioner	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 19 tanggal 11 November 2019, yang dibuat dihadapan Notaris Vincent Sugeng Fajar S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number 19 dated November 11, 2019, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.	1 November 2019 – Sekarang November 1, 2019 – Current
Upik Jamil	Komisaris Commissioner	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 1 tanggal 04 Mei 2020, yang dibuat di hadapan Notaris Vincent Sugeng Fajar S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number 1 dated May 04, 2020, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.	16 April 2020 – sekarang April 16, 2020 – Current
Andi Wibowo	Komisaris Commissioner	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 1 tanggal 04 Mei 2020, yang dibuat di hadapan Notaris Vincent Sugeng Fajar S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number 1 dated May 04, 2020, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.	16 April 2020 – sekarang April 16, 2020 – Current

Perubahan susunan Dewan Komisaris terjadi pada tanggal 6 Oktober 2021, berikut komposisi Dewan Komisaris mulai tanggal 6 Oktober 2021 – sekarang:

The Board of Commissioners structure have also changed at October 6, 2021, with the change described in the following table:

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Bases	Periode Period
Arie Nobelta Kaban	Komisaris Utama President Commissioner	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 19 tanggal 11 November 2019, yang dibuat dihadapan Notaris Vincent Sugeng Fajar S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number 19 dated November 11, 2019, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.	1 November 2019 – Sekarang November 1, 2019 – Current
Upik Jamil	Komisaris Commissioner	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 1 tanggal 04 Mei 2020, yang dibuat di hadapan Notaris Vincent Sugeng Fajar S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number 1 dated May 04, 2020, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.	16 April 2020 – sekarang April 16, 2020 – Current
Andi Wibowo	Komisaris Commissioner	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 1 tanggal 04 Mei 2020, yang dibuat di hadapan Notaris Vincent Sugeng Fajar S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number 1 dated May 04, 2020, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.	16 April 2020 – sekarang April 16, 2020 – Current
Arya Anugrah Pratama Kuntadi	Komisaris Commissioner	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 55 tanggal 15 Oktober 2021, yang dibuat dihadapan Notaris Vincent Sugeng Fajar S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number 55 dated October 15, 2021, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.	06 Oktober 2021 – sekarang October 6, 2021 – Current

KOMISARIS INDEPENDEN INDEPENDENT COMMISSIONERS

Sebagai antisipasi terjadinya benturan kepentingan, PGAS Solution mengedepankan independensi sebagai aspek penting perkembangan Perseroan. Komisaris Independen merupakan anggota Dewan Komisaris yang berasal dari luar Perseroan dan memenuhi persyaratan sebagai Komisaris Independen. Kriteria Komisaris Independen berdasarkan Peraturan OJK Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, yakni:

- 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.
- Tidak mempunyai saham pada perusahaan.
- Tidak mempunyai hubungan Afiliasi dengan perusahaan, anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama perusahaan.
- Tidak mempunyai hubungan usaha yang berkaitan dengan kegiatan usaha perusahaan.

Sampai dengan tahun 2021, PGAS Solution tidak memiliki Komisaris Independen.

To prevent the occurrence of a conflict of interest, PGAS Solution prioritizes independence as an important aspect of the Company's development. Independent Commissioners are members of the Board of Commissioners who come from outside the Company and satisfied the requirements as Independent Commissioners, based on OJK Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. The requirements are:

- The person should not be 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.
- The person should not have shares in the company.
- The person should not have any affiliation with the company, members of the Board of Commissioners, members of the Board of Directors, or the company's Major Shareholders.
- The person should not have a business relationship related to the company's business activities.

Until 2021, PGAS Solution does not have an Independent Commissioner.

AFILIASI DEWAN KOMISARIS BOARD OF COMMISSIONERS' AFFILIATION

Hubungan anggota Dewan Komisaris PGAS Solution dengan sesama anggota Dewan Komisaris dan anggota Direksi serta Pemegang Saham Utama tahun 2021, dapat dilihat dari tabel berikut:

The relationship between members of the Board of Commissioners of PGAS Solution with fellow members of the Board of Commissioners and members of the Board of Directors and Major Shareholders in 2021 can be seen from the following table:

Hubungan Afiliasi Dewan Komisaris Periode 1 Januari – 23 Agustus 2021

Board of Commissioners' Affiliations Period of January 1 – August 23, 2021



Nama Name	Jabatan Position	Hubungan Keluarga Dengan Familial Relationship with			Hubungan Keuangan Dengan Financial Relationship with		
		Dewan Komisaris Lain Other BOC	Direksi Board of Directors	Pemegang Saham Utama Major Shareholders	Dewan Komisaris Lain Other BOC	Direksi Board of Directors	Pemegang Saham Utama Major Shareholders
Arie Nobelta Kaban	Komisaris Utama President Commissioner	X	X	X	X	X	X
Alimuddin Baso	Komisaris Commissioner	X	X	X	X	X	X
Upik Jamil	Komisaris Commissioner						
Andi Wibowo	Komisaris Commissioner	X	X	X	X	X	X

Hubungan Afiliasi Dewan Komisaris Periode 23 Agustus 2021-6 Oktober 2021

Board of Commissioners' Affiliations Period of August 23, 2021–October 6, 2021



Nama Name	Jabatan Position	Hubungan Keluarga Dengan Familial Relationship with			Hubungan Keuangan Dengan Financial Relationship with		
		Dewan Komisaris Lain Other BOC	Direksi Board of Directors	Pemegang Saham Utama Major Shareholders	Dewan Komisaris Lain Other BOC	Direksi Board of Directors	Pemegang Saham Utama Major Shareholders
Arie Nobelta Kaban	Komisaris Utama President Commissioner	X	X	X	X	X	X
Upik Jamil	Komisaris Commissioner	X	X	X	X	X	X
Andi Wibowo	Komisaris Commissioner	X	X	X	X	X	X

Hubungan Afiliasi Dewan Komisaris Periode 23 Agustus 2021-6 Oktober 2021

Board of Commissioners' Affiliations Period of August 23, 2021–October 6, 2021



Nama Name	Jabatan Position	Hubungan Keluarga Dengan Familial Relationship with			Hubungan Keuangan Dengan Financial Relationship with		
		Dewan Komisaris Lain Other BOC	Direksi Board of Directors	Pemegang Saham Utama Major Shareholders	Dewan Komisaris Lain Other BOC	Direksi Board of Directors	Pemegang Saham Utama Major Shareholders
Arie Nobelta Kaban	Komisaris Utama President Commissioner	X	X	X	X	X	X
Arya Anugrah Pratama	Komisaris Commissioner	X	X	X	X	X	X
Upik Jamil	Komisaris Commissioner						
Andi Wibowo	Komisaris Commissioner	X	X	X	X	X	X

PENGANGKATAN DAN PEMBERHENTIAN ANGGOTA DEWAN KOMISARIS

APPOINTMENT AND DISMISSAL OF THE BOARD OF COMMISSIONERS' MEMBERS

Pengangkatan dan pemberhentian anggota Dewan Komisaris merupakan wewenang pemegang saham mayoritas, dan mengacu pada ketentuan UU Nomor 40 Tahun 2007 tentang Perseroan Terbatas, serta Anggaran Dasar PGAS Solution seperti Pasal 15 ayat 9 huruf a yang menyebutkan anggota Dewan Komisaris diangkat dan diberhentikan oleh RUPS dengan memperhatikan ketentuan dalam Anggaran Dasar.

The appointment and dismissal of members of the Board of Commissioners is the authority of the majority shareholder. The mechanism of such process is contained in the provisions of Law Number 40 of 2007 concerning Limited Liability Companies, as well as the Articles of Association of PGAS Solution such as Article 15 paragraph 9 letter a which states that members of the Board of Commissioners are appointed and dismissed by the GMS with due observance of the provisions in the Articles of Association.

Anggota Dewan Komisaris pun dapat diberhentikan sewaktu-waktu berdasarkan keputusan RUPS dengan menyebutkan alasannya. Apabila keputusan pemberhentian anggota Dewan Komisaris dilakukan dengan keputusan di luar RUPS, maka anggota Dewan Komisaris yang bersangkutan diberitahukan terlebih dahulu tentang rencana pemberhentian dan diberi kesempatan untuk membela diri sebelum diambil keputusan pemberhentian.

Kriteria pengangkatan anggota Dewan Komisaris PGAS Solution mempertimbangkan pengetahuan yang memadai di bidang usaha perusahaan, berdedikasi tinggi, memahami masalah-masalah manajemen, memiliki integritas, dan bersedia menyediakan cukup waktu untuk melaksanakan tugasnya.

TANGGUNG JAWAB DEWAN KOMISARIS

BOARD OF COMMISSIONERS' RESPONSIBILITIES

Berdasarkan Pasal 108 Undang-Undang Perseroan Terbatas, Dewan Komisaris wajib menjalankan tugas pengawasan secara bertanggung jawab dan dilandasi itikad baik. Pengawasan dilakukan terhadap kebijakan pengurusan pada umumnya, baik mengenai manajemen tata kelola perusahaan maupun manajemen usaha.

Selain itu, Dewan Komisaris wajib memberikan nasihat kepada Direksi demi kepentingan dan tujuan perusahaan. Setiap anggota Dewan Komisaris akan diminta pertanggungjawaban secara pribadi maupun kolektif, apabila terjadi kerugian karena yang bersangkutan melakukan kesalahan atau kelalaian dalam menjalankan tugasnya.

Members of the Board of Commissioners can also be dismissed at any time based on the decision of the GMS given sufficient reasons. If the decision to dismiss a member of the Board of Commissioners is made by a decision outside the GMS, the dismissed member will be notified in advance of the planned dismissal and given the opportunity to defend himself before the decision to dismiss is made.

PGAS Solution's Board of Commissioners member selection criterion considers adequate knowledge in the company's business field, dedication, understanding of management issues, personal integrity, and willingness to provide sufficient time to carry out their duties.

Based on Article 108 of the Limited Liability Company Law, the Board of Commissioners is required to carry out its supervisory duties responsibly and based on good faith. Supervision is carried out on management policies in general, both regarding corporate governance and business management.

Moreover, the Board of Commissioners should provide advice to the Board of Directors in the interests and objectives of the company. Each member of the Board of Commissioners will be held accountable individually or collectively, if a loss is directly caused by fault or negligence when they carry their tasks.

Untuk meningkatkan kompetensi dan untuk menunjang pelaksanaan tugasnya, Dewan Komisaris dapat mengikuti program pelatihan, workshop, konferensi, dan seminar. Namun, sepanjang tahun 2021 memang belum ada lagi program pelatihan yang dapat diikuti oleh Dewan Komisaris.

To improve their competence and support their daily tasks, the Board of Commissioners can attend training programs, workshops, conferences and seminars. However, throughout 2021, there are no eligible programs to be taken by the Board of Commissioners.

LAPORAN PELAKSANAAN TUGAS PENGAWASAN DEWAN KOMISARIS TAHUN 2021

BOARD OF COMMISSIONERS' SUPERVISORY DUTY REPORT OF 2021

Sesuai Pasal 108 Undang-Undang Perseroan Terbatas Nomor 40 Tahun 2007, Dewan Komisaris telah melakukan pengawasan atas kebijakan pengurusan usaha PGAS Solution dan memberi nasihat kepada Direksi. Dewan Komisaris akan bertanggung jawab secara pribadi maupun kolektif, apabila terjadi kerugian karena yang bersangkutan melakukan kesalahan atau kelalaian dalam menjalankan tugasnya.

In accordance with Article 108 of the Limited Liability Company Law Number 40 of 2007, the Board of Commissioners has supervised the PGAS Solution business management policy and provided advice to the Board of Directors. Each member of the Board of Commissioners will be held accountable individually or collectively, if a loss is directly caused by fault or negligence when they carry their tasks.

Selama tahun 2021 tugas pengawasan dan supervisi tersebut antara lain:

- Pengawasan atas realisasi RKAP TA 2021 dan Kinerja Perseroan;
- Perbaikan Internal Control System terutama kaitannya dengan perbaikan pengelolaan pelaksanaan EPC;
- Analisa atas kinerja keuangan;
- Penanganan piutang Perseroan;
- Board Manual;
- Pengelolaan kontrak- kontrak operation and maintenance;
- Implementasi safety policy;
- Business Planning;

During 2021, the supervisory tasks mentioned above include:

- Supervision of the realization of RKAP FY 2021 and the Company's Performance;
- Improvement of the Internal Control System, especially in relation to improving the management of EPC implementation;
- Analysis of financial performance;
- Handling of the Company's receivables;
- Board Manuals;
- Management of operation and maintenance contracts;
- Implementation of safety policy;
- Business Planning;

- Penyusunan RKAP TA 2022;
- Investasi tahun 2021;
- Rencana investasi tahun 2022;
- Pendampingan dari Komite Audit.

- Preparation of RKAP for FY 2022;
- 2021 investment;
- 2022 investment plan;
- Assistance from the Audit Committee.

RENCANA PROGRAM PENGAWASAN DEWAN KOMISARIS TAHUN 2021

BOARD OF COMMISSIONERS SUPERVISION PROGRAM PLAN FOR 2021

Rencana program pengawasan disusun sebagai acuan untuk pelaksanaan tugas Dewan Komisaris di tahun yang akan datang. Rencana program pengawasan Dewan Komisaris PGAS Solution di tahun 2021, antara lain:

1. Melakukan pengawasan, dan memberikan rekomendasi untuk pelaksanaan kegiatan dan kinerja Perseroan bulanan tahun 2021;
2. Memberikan persetujuan Key Performance Indicator (KPI) tahun 2021;
3. Memantau pelaksanaan audit laporan keuangan tahun 2021;
4. Menetapkan Kantor Akuntan Publik untuk audit tahun buku 2021;
5. Membahas, memberikan pendapat, dan mengarahkan mengenai struktur organisasi, proses bisnis, dan tenaga kerja;
6. Membahas, memberikan pendapat, dan mengarahkan mengenai sistem dan prosedur yang berlaku;

The supervisory program plan is prepared as a reference for the implementation of the duties of the Board of Commissioners in the coming year. The supervisory program plan for the Board of Commissioners of PGAS Solution in 2021 are listed below.

1. Supervising and providing recommendations for the implementation of the Company's monthly activities and performance in 2021;
2. Approving the Key Performance Indicator (KPI) for 2021;
3. Monitoring the implementation of the 2021 financial statement audit;
4. Appointing a Public Accounting Firm for the 2021 fiscal year audit;
5. Discussing, expressing opinions, and directing the organization structure, business processes, and workforce;
6. Discussing, providing opinions, and directing the applicable systems and procedures;

7. Membahas, memberikan pendapat, dan mengarahkan mengenai penyelesaian proyek-proyek penting Internal Grup PGN dan proyek eksternal;
8. Membahas, memberikan pendapat, dan mengarahkan mengenai pelaksanaan kontrak Operation and Maintenance dengan Grup PGN;
9. Mendorong peningkatan pendapatan dari eksternal Grup PGN;
10. Memberikan arahan dan rekomendasi atas Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2022;
11. Menyampaikan laporan Dewan Komisaris kepada Pemegang Saham secara berkala.

7. Discussing, providing opinions, and directing the completion of important internal projects of the PGN Group and external projects;
8. Discussing, providing opinions, and directing the implementation of the Operation and Maintenance contract with the PGN Group;
9. Boosting the internal income from the PGN Group;
10. Providing direction and recommendations on the Company's Work Plan and Budget (RKAP) for 2022;
11. Submitting reports from the Board of Commissioners to Shareholders on a regular basis.

FREKUENSI RAPAT ANGGOTA DEWAN KOMISARIS

Selama tahun 2021, Dewan Komisaris telah menyelenggarakan rapat sebanyak 1 (satu) kali dengan rincian sebagai berikut:

FREQUENCY OF MEETINGS OF MEMBERS OF THE BOARD OF COMMISSIONERS

During 2021, the Board of Commissioners has held 1 (one) meeting with the following details:

Rapat Dewan Komisaris Periode 1 Januari – 31 Desember 2021 Board of Commissioners' Meetings in January 1 - December 31, 2021



No.	Tanggal Date	Agenda Agenda	Tempat Place
1	5 Desember 2021 December 5, 2021	Penjelasan Kembali Tugas, Wewenang dan Kewajiban Dewan Komisaris sesuai pernyataan Kembali Anggaran Dasar Perseroan Explanation of the Duties, Authorities and Obligations of the Board of Commissioners in accordance with the restatement of the Company's Articles of Association	Zoom Meeting (online)

PROSEDUR PENETAPAN REMUNERASI DEWAN KOMISARIS

REMUNERATION PROCEDURE FOR THE BOARD OF COMMISSIONERS

Dewan Komisaris memiliki tanggung jawab besar terhadap kontinuitas perusahaan. Sebagai perusahaan yang selalu menghargai kerja keras, PGAS Solution memberikan kompensasi yang layak kepada Dewan Komisaris. Kompensasi ini diharapkan dapat meningkatkan kinerja Dewan Komisaris. Sesuai Pasal 113 Undang-Undang Perseroan Terbatas No. 40 Tahun 2007, kebijakan remunerasi untuk Dewan Komisaris ditetapkan oleh PGN selaku Pemegang Saham Mayoritas.

Penetapan Remunerasi Direksi dan Dewan Komisaris ditetapkan oleh PGN selaku Pemegang Saham Mayoritas melalui Keputusan Direksi PT Perusahaan Gas Negara Tbk tentang Penetapan Penghasilan Direksi dan Dewan Komisaris di Anak Perusahaan PT Perusahaan Gas Negara Tbk tanggal 17 November 2021, terdiri atas:

- Honorarium
- Tunjangan transportasi
- Tunjangan hari raya keagamaan
- Tunjangan perumahan
- Asuransi purnajabatan
- Fasilitas kesehatan
- Fasilitas bantuan hukum
- Tantiem/Insentif kinerja

STRUKTUR DAN JUMLAH REMUNERASI DEWAN KOMISARIS

Struktur remunerasi Dewan Komisaris PGAS Solution meliputi imbalan jangka pendek, pasca kerja, dan jangka panjang. Komponen penghasilan Dewan Komisaris terdiri dari:

- Honorarium
- Tunjangan
 - Tunjangan Hari Raya

The Board of Commissioners has a big responsibility to ensure the continued business operation of the Company. As a company that always values hard work, PGAS Solution provides proper compensation to the Board of Commissioners. This compensation is expected to improve the performance of the Board of Commissioners. In accordance with Article 113 of the Limited Liability Company Law No. 40 of 2007, the remuneration policy for the Board of Commissioners was determined by PGN as the Majority Shareholder.

The determination of the remuneration of the Board of Directors and the Board of Commissioners is done by PGN as the Majority Shareholder through the Decree of the Board of Directors of PT Perusahaan Gas Negara Tbk regarding the Determination of the Income of the Board of Directors and Board of Commissioners in Subsidiary PT Perusahaan Gas Negara Tbk dated November 17, 2021. The remuneration consisted of:

- Honorarium
- Transportation allowance
- Religious holiday allowance
- Housing allowance
- Retirement insurance
- Health facilities
- Legal aid facilities
- Tantiem/Performance incentives

REMUNERATION STRUCTURE AND AMOUNT FOR THE BOARD OF COMMISSIONERS

The remuneration structure of the Board of Commissioners of PGAS Solution includes short-term, post-employment, and long-term benefits. The components of the Board of Commissioners' income consist of:

- Honorarium
- Allowance
 - Holiday Allowance

- Tunjangan Transportasi
 - Santunan Purnajabatan (diberikan kepada Komisaris yang bukan pekerja PGN, selaku induk perusahaan)
- Fasilitas
 - Fasilitas Kesehatan
 - Fasilitas Bantuan Hukum
 - Tantiem

- Transportation Allowance
 - Post-service Compensation (given to Commissioners who are not PGN workers)
- Facilities
 - Health Facilities
 - Legal Aid Facility
 - Tantiem

Remunerasi Dewan Komisaris Tahun 2021

Remuneration for the Board of Commissioners in 2021

(dalam rupiah)
(in IDR)



No.	Komponen Component	Komisaris Utama President Commissioner	Komisaris (gabungan) Commissioners (Collective)	Jumlah Amount
1	Honorarium (net)	330,227,550	1,518,843,287	1,849,070,837
2	Tunjangan (net) Allowance			
	Tunjangan Hari Raya Religious Holiday Allowance		122,609,295	122,609,295
	Tunjangan Transportasi Transport Allowance	64,192,770	295,929,774	360,122,544
	Santunan Purna Jabatan Post-employment Allowance	81.739.536	147.131.160	228.870.696
6	Fasilitas Lainnya Other Facilities	0	0	0
7	Tantiem Bonus		674,351,123	674,351,123

Sumber:

Nilai yang tercantum pada kolom Komisaris merupakan nilai gabungan 3 Komisaris yang masing-masing memiliki besaran penghasilan yang sama satu dengan yang lainnya

Source:

The value listed in the Commissioners column is the combined value of 3 Commissioners, and everyone has the same amount of income as the other.

5.6

ORGAN PENDUKUNG DEWAN KOMISARIS THE BOARD OF COMMISSIONER'S SUPPORTING MEMBERS

Dewan Komisaris dibantu oleh organ pendukung yakni Sekretaris Dewan Komisaris (Sekdekom) dan Komite Audit bertugas untuk melakukan pengawasan dan memberikan nasihat kepada Direksi. Dengan organ pendukung ini, diharapkan penerapan GCG di PGAS Solution dapat berjalan seoptimal mungkin.

The Board of Commissioners is assisted by the Secretary to the Board of Commissioners and the Audit Committee, two organs designated to supervise and provide advice to the Board of Directors. With these supporting organs, it is hoped that the implementation of GCG in PGAS Solution can run as optimally as possible.

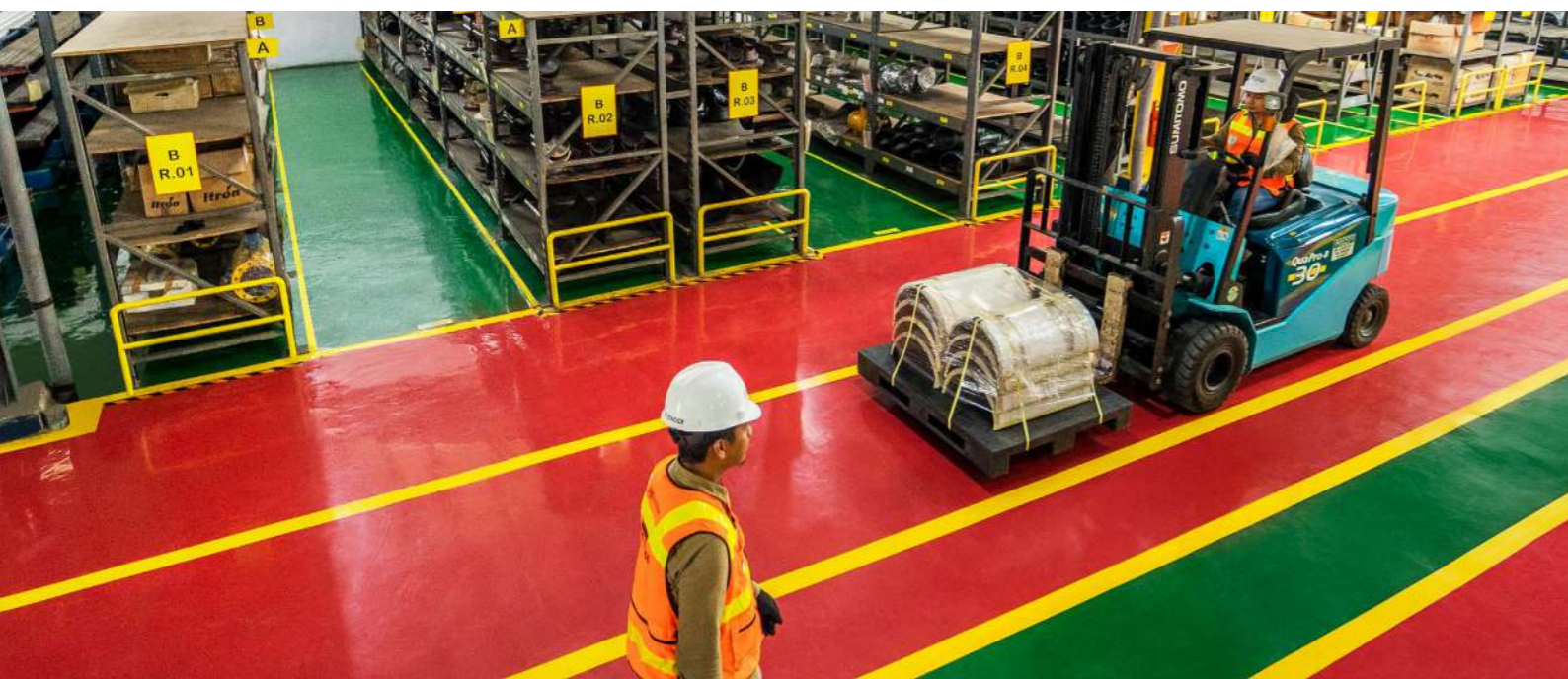
SEKRETARIS DEWAN KOMISARIS SECRETARY OF THE BOARD OF COMMISSIONERS

Sekdekom PGAS Solution ditunjuk berdasarkan Surat Keputusan Dewan Komisaris PGAS Solution Nomor 002500.K/KP/DKOM/2018 tanggal 9 Juli 2018 tentang Penggantian Sekretaris Dewan Komisaris PT PGAS Solution.

The Secretary of the Board of Commissioners in the Company was appointed based on the Decree of the Board of Commissioners of PGAS Solution No. 002500.K/KP/DKOM/2018 dated July 9, 2018, regarding the Replacement of the Secretary to the Board of Commissioners of PT PGAS Solution.

Secara umum, bentuk tanggung jawab Sekdekom adalah mengatur administrasi dan tata kelola yang baik dan benar. Sehingga memudahkan Dewan Komisaris melaksanakan fungsi pengawasannya secara efektif dan efisien.

In general, the Secretary of the Board of Commissioners is responsible to regulate good and correct administration and governance, which makes it easier for the Board of Commissioners to carry out their supervisory functions effectively and efficiently.



PROFIL SEKRETARIS DEWAN KOMISARIS SECRETARY OF THE BOARD OF COMMISSIONERS' PROFILE



KOKOH PARLINDUNGAN

SEKRETARIS DEWAN KOMISARIS SECRETARY OF THE BOARD OF COMMISSIONERS

(1 Maret 2021 – sekarang)
(March 1, 2021 – present)

Lahir Lahir	Dumai, 11 Mei 1980 Dumai, May 11, 1980
Domisili Domisili	Bekasi, Indonesia
Pendidikan Pendidikan	Master of Management (IPMI International Business School)
Karier Career	Advisor, Gas Planning and System Operation PT Perusahaan Gas Negara Tbk. Advisor, Gas Planning and System Operation at PT Perusahaan Gas Negara Tbk.

TUGAS DAN TANGGUNG JAWAB SEKRETARIS DEWAN KOMISARIS DUTIES AND RESPONSIBILITIES BOARD OF COMMISSIONERS' SECRETARY

Sesuai Surat PGN Nomor: 041200.K/PR.06.02/FIN/2020 tanggal 13 Agustus 2020 tentang Organ Pendukung Dewan Komisaris Anak Perusahaan/Afiliasi PT PGN Tbk menyatakan tugas dan tanggung jawab Sekdekom antara lain:

- Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris;
- Membuat risalah rapat Dewan Komisaris sesuai ketentuan Anggaran Dasar Perseroan;

According to the PGN's Letter Number: 041200.K/PR.06.02/FIN/2020 dated August 13, 2020 regarding the Supporting Organs of the Board of Commissioners of Subsidiaries/Affiliates of PT PGN Tbk, the Secretary of the Board of Commissioners' main duties and responsibilities are described below:

- Preparing meetings, including briefing sheets for the Board of Commissioners;
- Preparing minutes of the Board of Commissioners' meeting in accordance with the provisions of the Company's Articles of Association;

- c. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya;
- d. Menyusun rancangan Rencana Kerja dan Anggaran Dewan Komisaris;
- e. Menyusun rancangan Laporan Tugas Pengawasan Dewan Komisaris setiap triwulan untuk disampaikan kepada Pemegang Saham;
- f. Menyusun rancangan Laporan Tugas Pengawasan Tahunan Dewan Komisaris untuk disampaikan kepada Pemegang Saham;
- g. Menyusun kelengkapan dokumen terkait rekomendasi atau persetujuan Dewan Komisaris atas tindakan Direksi yang memerlukan rekomendasi atau persetujuan sesuai ketentuan Anggaran Dasar Perseroan dan ketentuan lainnya yang diatur oleh Induk Perusahaan yaitu PGN;
- h. Melaksanakan tugas lain dari Dewan Komisaris;
- i. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan prinsip-prinsip GCG;
- j. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta;
- k. Mengkoordinasikan anggota komite dalam organisasi Dewan Komisaris (jika ada) dan jika diperlukan dalam rangka memperlancar tugas Dewan Komisaris;
- l. Sebagai penghubung (*liaison officer*) Dewan Komisaris dengan Pemegang Saham, Induk Perusahaan maupun pihak lainnya.

- c. Administering the Board of Commissioners' documents, such as incoming letters, outgoing letters, minutes of meetings and other documents;
- d. Drafting Work Plan and Budget for the Board of Commissioners;
- e. Drafting Reports on the Supervisory Duties of the Board of Commissioners every quarter to be submitted to the Shareholders;
- f. Drafting the Board of Commissioners' Annual Supervisory Report to be submitted to the Shareholders;
- g. Preparing complete documents related to the recommendation or approval of the Board of Commissioners on the actions of the Board of Directors that require recommendation or approval, according to the Company's Articles of Association and other provisions regulated by PGN as the Parent Company;
- h. Carrying out other duties of the Board of Commissioners;
- i. Ensuring that the Board of Commissioners complies with laws and regulations and applies GCG principles in their daily duties;
- j. Providing necessary information to the Board of Commissioners on a regular basis and/or at any time if requested;
- k. Coordinating committee members within the organization of the Board of Commissioners (if any) necessary in order to facilitate the duties of the Board of Commissioners;
- l. Acting as a liaison officer for the Board of Commissioners with Shareholders, the Parent Company and other parties.

PROGRAM PELATIHAN SEKRETARIS DEWAN KOMISARIS

TRAINING PROGRAM FOR BOARD OF COMMISSIONERS' SECRETARY

Untuk meningkatkan kompetensi dan demi menunjang pelaksanaan tugas Sekretaris Dewan Komisaris, selama tahun 2021, Sekretaris Dewan Komisaris telah mengikuti program pelatihan, *workshop*, konferensi dan seminar, antara lain:

To improve his competence in running the daily tasks, the Secretary to the Board of Commissioners can attend training programs, workshops, conferences and seminars. However, throughout 2021, there are no eligible programs to be taken by the Secretary to the Board of Commissioners.

Tanggal Date	Acara Activity	Lokasi Venue	Penyelenggara Organizer
-----------------	-------------------	-----------------	----------------------------

-

KOMITE AUDIT AUDIT COMMITTEE

Komite Audit sebagai bagian dari organ pendukung Dewan Komisaris, dibentuk berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas. Untuk pelaksanaannya diatur lebih lanjut dalam Peraturan Bapepam LK IX.1.5 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit. Peraturan ini berdasarkan pada Keputusan Direksi PT PGN Tbk, No. 2: 002500.K/PR.06.02/RIMR/2015, tanggal 17 Februari 2015 tentang Organisasi Dewan Komisaris Anak Perusahaan.

Penetapan susunan Komite Audit ditetapkan melalui Keputusan Dewan Komisaris PGAS Solution Nomor: 001400.K/OT.00.00/DKOM/2018 tanggal 23 Maret 2018 tentang Pengangkatan Ketua Komite Audit PT PGAS Solution; Keputusan Dewan Komisaris Nomor: 002600.K/OT.00.00/DKOM/2018 tanggal 9 Juli 2018, tentang Penggantian Anggota Komite Audit Dewan Komisaris PT PGAS Solution; Keputusan Dewan Komisaris Nomor: 000700.K/OT.00.00/DKOM/2020 tanggal 27 Februari 2020 tentang Pemberhentian Anggota Komite Audit; dan Keputusan Dewan Komisaris Nomor: 003000.K/OT.00.00/DKOM/2020 tanggal 14 September 2020 tentang Pemberhentian Anggota Komite Audit.

Ketua dan Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris Perseroan serta dilaporkan kepada Pemegang Saham dan kepada Induk Perusahaan yaitu PGN.

As part of the supporting organs of the Board of Commissioners, the Audit Committee was formed in accordance with Law No. 40 of 2007 concerning Limited Liability Companies. The technical aspect of this Committee is further regulated in Bapepam LK Regulation IX.1.5 concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee. This regulation is in accordance to the Decree of the Board of Directors of PT PGN Tbk, No. 2: 002500.K/PR.06.02/RIMR/2015, dated February 17, 2015 regarding the Organization of the Board of Commissioners of Subsidiaries.

The composition of the Audit Committee is determined through the Decree of the Board of Commissioners of PGAS Solution Number: 001400.K/OT.00.00/DKOM/2018 dated March 23, 2018 concerning the Appointment of the Chairman of the Audit Committee of PT PGAS Solution; Decision of the Board of Commissioners Number: 002600.K/OT.00.00/DKOM/2018 dated July 9, 2018, regarding the Replacement of Members of the Audit Committee of the Board of Commissioners of PT PGAS Solution; Decision of the Board of Commissioners Number: 000700.K/OT.00.00/DKOM/2020 dated February 27, 2020 concerning the Dismissal of the Audit Committee Members; and Decision of the Board of Commissioners Number: 003000.K/OT.00.00/DKOM/2020 dated September 14, 2020 concerning Dismissal of Audit Committee Members.

Audit Committee Chairman and Members are appointed and dismissed by the Company's Board of Commissioners and reported to the Shareholders and to the PGN as the parent Company.

Ketua Komite Audit adalah anggota Dewan Komisaris Perseroan sedangkan anggota Komite Audit dapat berasal dari anggota Dewan Komisaris Perseroan atau dari PGN Group atau dari luar PGN Group.

Anggota Komite Audit yang merupakan anggota Dewan Komisaris Perseroan berhenti dengan sendirinya apabila masa jabatannya sebagai anggota Dewan Komisaris Perseroan berakhir. Anggota Komite Audit, baik yang berasal dari PGN Group maupun dari luar PGN Group, diangkat dan diberhentikan oleh Dewan Komisaris Perseroan berdasarkan Surat Penugasan Direktur Sumber Daya Manusia dan Umum PGN. Dalam hal terdapat anggota Dewan Komisaris Perseroan yang menjabat sebagai Ketua Komite Audit berhenti sebagai anggota Dewan Komisaris Perseroan, maka Komite Audit wajib diganti oleh anggota Dewan Komisaris Perseroan lainnya dalam waktu paling lambat 30 (tiga puluh) hari.

Komite Audit dibentuk dan diproyeksikan untuk membantu Dewan Komisaris melaksanakan tugasnya, antara lain:

- Meningkatkan kualitas laporan keuangan agar sesuai standar akuntansi yang berlaku dan mematuhi peraturan perundang-undangan.
- Meningkatkan kualitas laporan kegiatan dan hasil usaha sesuai prinsip-prinsip GCG.
- Meningkatkan fungsi pengawasan internal, agar pengelolaan sumber daya perusahaan menjadi lebih efektif dan efisien untuk memperoleh hasil optimal.

Perseroan juga telah membentuk Komite Manajemen Risiko dan Pengembangan Usaha melalui Keputusan Dewan Komisaris Nomor 003100.K/OT.00.00/DKOM/2020 tanggal 14 September 2020.

Audit Committee Chairman is a member of the Company's Board of Commissioners, while Audit Committee members may be selected from the Company's Board of Commissioners, PGN Group insiders, or even PGN Group outsiders.

The membership of the Audit Committee members who are also a Commissioner will terminate automatically when their term of office as a Commissioner ends. Members of the Audit Committee, both from the PGN Group and from outside the PGN Group, are appointed and dismissed by the Company's Board of Commissioners based on the Assignment Letter of the Director of Human Resources and General Affairs of PGN. When a Commissioner serving as the Chairman of the Audit Committee ended their tenure as a Commissioner, the Audit Committee must be replaced by another Commissioners no later than 30 (thirty) days.

The Audit Committee was formed and projected to assist the Board of Commissioners in carrying out their duties, with these following responsibilities:

- Improving the quality of financial reports to comply with applicable accounting standards, laws and regulations.
- Improving the quality of activity reports and business results according to GCG principles.
- Improving the function of internal control to increase the effectiveness of company resources management and obtain optimal results.

The Company has also established a Risk Management and Business Development Committee through the Decree of the Board of Commissioners Number 003100.K/OT.00.00/DKOM/2020 dated September 14, 2020.

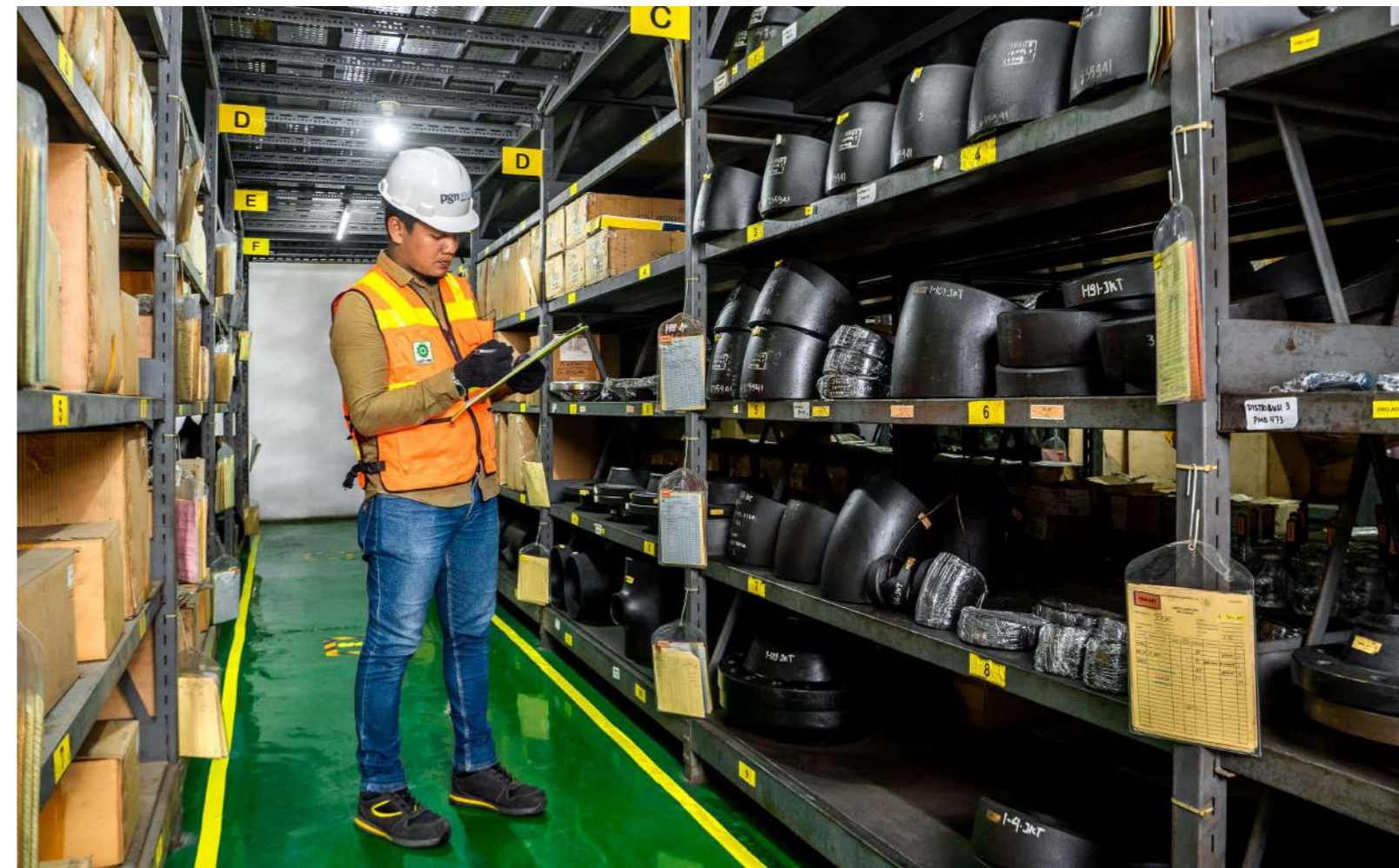
INDEPENDENSI KOMITE AUDIT INDEPENDENCE OF THE AUDIT COMMITTEE

Sesuai peraturan yang berlaku, anggota Komite Audit harus independen. Salah satu di antaranya harus memiliki keahlian akuntansi atau keuangan. Independensi menjadi syarat utama agar terhindar dari benturan kepentingan dalam proses pengambilan keputusan, untuk mencapai tujuan PGAS Solution, secara individu maupun tujuan grup bersama Induk Perusahaan yaitu PGN.

Komite Audit PGAS Solution diketuai oleh Alimuddin Baso. Ini sejalan dengan Keputusan Ketua Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bappepam-LK) No. Kep-29/PM/2004 tanggal 24 September 2004, tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit (diubah dan menjadi lampiran Keputusan Ketua Bappepam LK No. 645/BL/2012).

Applicable regulations stipulate that the members of the Audit Committee must be independent, and one of them must have accounting or finance expertise. Independence is the main requirement to avoid conflicts of interest in the decision-making process, to achieve the goals of PGAS Solution, individually or as a group goal with the Parent Company, namely PGN.

The PGAS Solution Audit Committee is chaired by Alimuddin Baso, in line with the Decree of the Chairman of the Capital Market and Financial Institution Supervisory Agency (Bappepam-LK) No. Kep-29/PM/2004 dated September 24, 2004, concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee (amended and became an attachment to the Decree of the Chairman of Bappepam LK No. 645/BL/2012).



KOMPOSISI KOMITE AUDIT

COMPOSITION OF THE AUDIT COMMITTEE

Susunan Anggota Komite Audit dari 1 Januari 2021 – 23 Agustus 2021, sebagai berikut:

The composition of the Audit Committee members from January 1, 2021 – August 23, 2021 is described below:

ALIMUDDIN BASO

Jabatan Position	Ketua Komite Audit (14 Maret 2018 – 23 Agustus 2021) Chairman of the Audit Committee (March 14, 2018 – August 23, 2021)
Lahir Born	Ujung Pandang, 19 Mei 1967 (54 tahun*) Ujung Pandang, May 19, 1967 (54 years old*)
Domisili Domicile	Bogor, Indonesia
Pendidikan Education	<ul style="list-style-type: none"> S1 – Teknik Mesin – Konversi Energi, Fakultas Teknik, UNHAS, Makassar (1987-1993) S2 – Magister Manajemen Ekonomi Publik, Lembaga Administrasi Negara RI (LAN – RI) (2006-2009) Bachelor's – Mechanical Engineering – Energy Conversion, Faculty of Engineering, UNHAS, Makassar (1987-1993) Masters – Master of Public Economic Management, Indonesian State Administration Institute (LAN – RI) (2006-2009)
Karier Career	<ul style="list-style-type: none"> Auditor Madya/Peran Pengendali Teknis, Inspektorat Jenderal Kementerian ESDM (Maret 1997 – 31 Desember 2013) Kepala Bagian Perencanaan dan Keuangan, Sekretariat BPH Migas (13 Januari 2014 – 19 Juli 2016) Direktur Perencanaan dan Pembangunan Infrastruktur Minyak dan Gas Bumi, Direktorat Jenderal Migas, Kementerian ESDM (20 Juli 2016 – 2021) Komisaris PT PGAS Solution (13 Maret 2018 – 23 Agustus 2021) Middle Auditor/Technical Controlling Role, Inspectorate General of the Ministry of Energy and Mineral Resources (March 1997 – December 31, 2013) Head of Planning and Finance, BPH Migas Secretariat (January 13, 2014 – July 19, 2016) Director of Oil and Gas Infrastructure Planning and Development, Directorate General of Oil and Gas, Ministry of Energy and Mineral Resources (July 20, 2016 – 2021) Commissioner of PT PGAS Solution (March 13, 2018 – August 23, 2021) Secretary of the Directorate General of Oil and Gas (2021 – Present)

TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

AUDIT COMMITTEE DUTIES AND RESPONSIBILITIES

Sesuai dengan Surat PGN Nomor: 041200.K/PR.06.02/FIN/2020 tanggal 13 Agustus 2020 tentang Organ Pendukung Dewan Komisaris Anak Perusahaan/Afiliasi PT PGN Tbk menyatakan bahwa Komite Audit bertugas untuk:

According to the PGN Letter Number: 041200.K/PR.06.02/FIN/2020 dated August 13, 2020, concerning Supporting Organs for the Board of Commissioners of Subsidiaries/Affiliates of PT PGN Tbk, the Audit Committee has these following duties and responsibilities:

- Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian internal dan efektivitas pelaksanaan tugas eksternal *auditor* dan internal *auditor*;
 - Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh Satuan Pengawasan Internal maupun *auditor* eksternal;
 - Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya;
 - Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang dikeluarkan Perseroan;
 - Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris maupun perhatian RUPS;
 - Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perseroan seperti laporan keuangan, proyeksi, Rencana Jangka Panjang, Rencana Kerja dan Anggaran Perseroan, laporan manajemen, serta informasi lainnya;
 - Melakukan penelaahan atas tindakan Direksi Perseroan yang membutuhkan persetujuan Dewan Komisaris Perseroan dan RUPS sesuai dengan ketentuan Anggaran Dasar Perseroan dan ketentuan lainnya yang diatur oleh Induk Perusahaan;
 - Melakukan penelaahan atas ketaatan Perseroan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan;
 - Melakukan penelaahan atas pengaduan yang berkaitan dengan Perseroan;
 - Melakukan evaluasi dan *monitoring* terhadap rencana kerja tahunan untuk Audit Internal dan penugasan yang telah dilaksanakan;
- Assisting the Board of Commissioners to ensure the effectiveness of the internal control system and duties of external and internal auditors;
 - Assessing audits activities carried out by the Internal Control Unit and external auditors along with their result;
 - Providing recommendations to improve the management control system and its implementation;
 - Ensuring the availability of satisfactory evaluation procedures for all information issued by the Company;
 - Identifying concerns and matters that require the attention of the Board of Commissioners and/or the GMS;
 - Reviewing financial informations that will be issued by the Company, such as but not limited to financial reports, projections, Long Term Plans, Work Plans and Company Budgets, and management reports;
 - Reviewing the actions of the Company's Board of Directors that will require the approval of the Company's Board of Commissioners and the GMS, according to the provisions of the Company's Articles of Association and other provisions regulated by the Parent Company;
 - Reviewing the Company's compliance with related laws and regulations on its activity;
 - Reviewing complaints related to the Company;
 - Evaluating and monitoring the Audit Committee's annual work plan and assignments that have been carried out;

- k. Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perseroan; dan
- l. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh Audit Eksternal.
- m. Selain itu, Dewan Komisaris Perseroan dapat memberikan penugasan lain kepada Komite Audit yang ditetapkan dalam Piagam Komite Audit.

- k. Reviewing and providing advice to the Board of Commissioners regarding potential conflicts of interest in the Company; and
- l. Reviewing the audit activities carried out by the External Audit.
- m. In addition, the Company's Board of Commissioners may assign other tasks to the Audit Committee as stipulated in the Audit Committee Charter.

WEWENANG KOMITE AUDIT

AUTHORITY OF THE AUDIT COMMITTEE

- a. Berdasarkan surat penugasan dari Dewan Komisaris, mengakses catatan atau informasi tentang pekerja, dana, aset serta sumber daya lainnya milik perusahaan yang berkaitan dengan pelaksanaan tugasnya.
- b. Dalam melaksanakan kewenangannya Komite Audit dapat bekerja sama dengan unit kerja terkait.

- a. With an assignment letter from the Board of Commissioners, the Committee is allowed to access records or information about employees, funds, assets, and other Company-owned resources related to the implementation of their duties.
- b. When exercising its authority, the Audit Committee may cooperate with related work units.

PELAKSANAAN KEGIATAN KOMITE AUDIT

Selama tahun 2021, Komite Audit telah melaksanakan kegiatan dalam rangka pelaksanaan tugas komite, antara lain pendampingan atas *monitoring* kegiatan proyek, pengelolaan piutang, dan maturitas investasi.

IMPLEMENTATION OF AUDIT COMMITTEE ACTIVITIES

During 2021, the Audit Committee has carried out their duties in the form of various tasks, including assisting on the monitoring of project activities, and the management of receivables, and investment maturity.

FREKUENSI PERTEMUAN DAN TINGKAT KEHADIRAN KOMITE AUDIT

FREQUENCY AND ATTENDANCE RATE OF AUDIT COMMITTEE MEETINGS

Berdasarkan Keputusan Ketua Badan Pengawas Pasar Modal dan Lembaga Keuangan Nomor: KEP-643/BL/2012 tanggal 7 Desember 2012 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit, dinyatakan bahwa Komite wajib melaksanakan rapat secara berkala sekurang-kurangnya satu kali dalam 3 (tiga) bulan.

According to the Decree of the Chairman of the Capital Market and Financial Institution Supervisory Agency Number: KEP-643/BL/2012 dated December 7, 2012 concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee, the Committee must hold regular meetings at least once in 3 (three) month.

Tingkat kehadiran pertemuan Komite Audit selama tahun 2021, sebagai berikut:

The attendance rate of the Audit Committee meetings during 2021 is shown in the following table:

Tingkat Kehadiran Komite Audit Periode 2021 Attendance Rate of Audit Committee for 2021



Nama Name	Jumlah Kehadiran/total rapat Total of Attendance/total meetings	Kehadiran (%) Attendance (%)
Alimuddin Baso	6/6	100

PROGRAM PELATIHAN ANGGOTA KOMITE AUDIT

TRAINING PROGRAM FOR AUDIT COMMITTEE MEMBERS

Untuk meningkatkan kompetensi dan menunjang pelaksanaan tugas Komite Audit, selama tahun 2021, anggota Komite Audit telah mengikuti program pelatihan, *workshop*, konferensi dan seminar, antara lain:

To improve their competence and support their daily tasks, members of the Audit Committee can attend training programs, workshops, conferences and seminars. However, throughout 2021, there are no eligible programs to be taken by the members of the Audit Committee.

Tanggal Date	Acara Activity	Lokasi Venue	Penyelenggara Organizer
-	-	-	-



KOMITE MANAJEMEN RISIKO DAN PENGEMBANGAN USAHA

RISK MANAGEMENT AND BUSINESS DEVELOPMENT COMMITTEE

KOMPOSISI

Susunan Komite Manajemen Risiko dan Pengembangan Usaha adalah sebagai berikut:

Ketua: Upik Jamil

Anggota: Wisik Candhe Palupi

COMPOSITION

The Risk Management and Business Development Committee is comprised from the following members:

Chairman: Upik Jamil

Member: Wisik Candhe Palupi

PROFIL ANGGOTA KOMITE MANAJEMEN RISIKO DAN PENGEMBANGAN USAHA

PROFILE OF MEMBERS OF THE RISK MANAGEMENT AND BUSINESS DEVELOPMENT COMMITTEE

UPIK JAMIL

Jabatan Position	Ketua Komite Manajemen Risiko dan Pengembangan Usaha Head of Risk Management and Business Development Committee
Lahir Born	Padang, 20 September 1967 Padang, September 20, 1967
Domisili Domicile	Depok, Indonesia
Pendidikan Education	<ul style="list-style-type: none"> • S1 – Biologi, Institut Teknologi Bandung • Bachelor's – Biology, Bandung Institute of Technology
Karier Career	<ul style="list-style-type: none"> • Kepala Biro Organisasi dan Tata Laksana KESDM (Juli–Oktober '2016) • Kepala Biro SDM KESDM (Oktober 2016–1 Feb 2021) • Kepala Biro Umum KESDM (1 Feb 2021– sekarang) • Head of Organization and Administration Bureau of the Ministry of Energy and Mineral Resources (July - October 2016) • Head of HR Department of Ministry of Energy and Mineral Resources (October 2016 – February 1, 2021) • Head of the General Bureau of Ministry of Energy and Mineral Resources (February 1, 2021-present)



WISIK CANDHE PALUPI

Jabatan Position	Anggota Komite Manajemen Risiko dan Pengembangan Usaha (14 September 2020 – sekarang) Member of the Risk Management and Business Development Committee (September 14, 2020 – present)
Lahir Born	Cilacap, 20 Desember 1977 Cilacap, December 20, 1977
Domisili Domicile	Tangerang Selatan, Indonesia
Pendidikan Education	<ul style="list-style-type: none"> • S2 Perminyakan ITB • Master of Petroleum ITB
Karier Career	<ul style="list-style-type: none"> • Ditjen Migas, Direktorat Pembinaan Usaha Hilir Migas • Directorate General of Oil and Gas, Directorate of Oil and Gas Downstream Business Development

TUGAS DAN TANGGUNG JAWAB KOMITE MANAJEMEN RISIKO DAN PENGEMBANGAN USAHA

Komite Manajemen Risiko dan Pengembangan Usaha PGAS Solution memiliki tugas dan tanggung jawab sebagaimana tertuang dalam Keputusan Dewan Komisaris PT PGAS Solution ("Perseroan") Nomor: 003100.K/OT.00.00/DKOM/2020 tanggal 14 September 2020 tentang Komite Manajemen Risiko dan Pengembangan Usaha, antara lain:

- Membantu Dewan Komisaris untuk memantau efektivitas dan evaluasi sistem manajemen risiko Perseroan dan memberikan rekomendasi penyempurnaan implementasinya.
- Melakukan *monitoring* pelaksanaan pengembangan usaha Perseroan sesuai arahan Dewan Komisaris.
- Memberikan *review* dan arahan kepada Perseroan terkait usulan pengembangan usaha.

DUTIES AND RESPONSIBILITIES OF THE RISK MANAGEMENT AND BUSINESS DEVELOPMENT COMMITTEE

The Risk Management and Business Development Committee of PGAS Solution has this following duties and responsibilities, according to the Decision of the Board of Commissioners of PT PGAS Solution (the "Company") Number: 003100.K/OT.00.00/DKOM/2020 dated September 14, 2020 regarding the Risk Management and Development Committee. Businesses:

- Assisting the Board of Commissioners to monitor the effectiveness and evaluation of the Company's risk management system and provide recommendations for improving its implementation.
- Monitoring the implementation of the Company's business development in accordance with directions from the Board of Commissioners.
- Providing reviews and directions to the Company regarding business development proposals.

- d. Menyampaikan laporan secara tertulis atas setiap pelaksanaan tugas disertai dengan rekomendasi kepada Dewan Komisaris.

WEWENANG KOMITE MANAJEMEN RISIKO DAN PENGEMBANGAN USAHA

Wewenang Komite Manajemen Risiko dan Pengembangan Usaha dalam membantu Dewan Komisaris Perseroan adalah sebagai berikut:

- Mengakses catatan dan informasi Perseroan atas persetujuan Dewan Komisaris yang terkait dengan pelaksanaan tugasnya;
- Dalam melaksanakan wewenangnya dapat bekerjasama dengan fungsi Manajemen Risiko dan Pengembangan Usaha Perseroan serta unit kerja terkait, dengan tetap menjaga kerahasiaan dokumen, data dan informasi Perseroan.

KOMITE NOMINASI DAN REMUNERASI NOMINATION AND REMUNERATION COMMITTEE

Sampai dengan tahun buku 2021, PGAS Solution tidak memiliki Komite Nominasi dan Remunerasi di bawah naungan Dewan Komisaris. Tidak ada informasi terkait nama, jabatan, riwayat hidup, independensi, uraian tugas, tanggung jawab, uraian pelaksanaan kegiatan, frekuensi, tingkat kehadiran, pedoman, serta kegiatan suksesi Direksi.

- d. Submitting a written report on each completed tasks, accompanied with recommendations to the Board of Commissioners.

AUTHORITY OF THE RISK MANAGEMENT AND BUSINESS DEVELOPMENT COMMITTEE

The Risk Management and Business Development Committee has these following authorities to assist the Company's Board of Commissioners:

- Accessing the Company's records and information with the approval of the Board of Commissioners related to the execution of their duties;
- In exercising its authority, the Committee can cooperate with the Company's Risk Management and Business Development functions and related work units. However, the confidentiality of the Company's documents, data and information should still be maintained.

Until the fiscal year 2021, PGAS Solution does not have a Nomination and Remuneration Committee under the Board of Commissioners. Therefore, there is no information related to the name of its members nor there is any information of their position, curriculum vitae, independence, job description, responsibilities, description of the implementation of activities, frequency, level of attendance, guidelines, and succession activities of the Board of Directors.

5.7

URAIAN DIREKSI

DESCRIPTION OF THE BOARD DIRECTORS

Sebagai aktor utama yang berperan menjalankan roda perusahaan, Direksi PGAS Solution bertanggung jawab penuh terhadap kinerja Perseroan setiap tahun dalam RUPS. Pertanggungjawaban Direksi pada RUPS merupakan wujud akuntabilitas pengelolaan perusahaan sesuai dengan prinsip-prinsip GCG. Seluruh anggota Direksi PGAS Solution tidak memiliki jabatan di perusahaan atau lembaga lain.

As the main command of the Company, the Board of Directors of PGAS Solution is fully responsible for the Company's performance every year at the GMS. The accountability of the Board of Directors at the GMS is a form of the Company's management accountability, according to the principles of GCG. All members of the Company's Board of Directors do not hold positions in other companies or institutions.

KOMPOSISI DIREKSI

COMPOSITION OF THE BOARD OF DIRECTORS

Selama tahun 2021, terjadi satu kali pergantian susunan Direksi yaitu pada tanggal 14 September 2021. Jabatan Direksi periode 1 Januari 2021 sampai dengan 14 September 2021 ditempati oleh:

During 2021, there was one change in the composition of the Board of Directors, which happened at September 14, 2021. The positions of the Board of Directors for the period January 1, 2021 to September 14, 2021 were occupied by:

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis	Periode Period
Erwin Simanjuntak	Direktur Utama President Director	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 69 tanggal 27 Februari 2020, yang dibuat dihadapan Notaris Vincent Sugeng Fajar SH., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number 69 dated February 27, 2020, drawn up before Notary Vincent Sugeng Fajar SH., M.Kn.	6 Februari 2020 – sekarang February 6, 2020 – current

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis	Periode Period
Rangga Radji	Direktur Teknik dan Pengembangan Director of Engineering and Development	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor: 10 tanggal 5 Februari 2020, yang dibuat dihadapan Vincent Sugeng Fajar, S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number: 10 dated February 5, 2020, drawn up before Vincent Sugeng Fajar, S.H., M.Kn.	16 Januari 2020-14 September 2021 January 16, 2020 – September 14, 2021
Edi Armawiria	Direktur Operasi Director of Operations	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor: 10 tanggal 5 Februari 2020, yang dibuat dihadapan Vincent Sugeng Fajar, S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number: 10 dated February 5, 2020, drawn up before Vincent Sugeng Fajar, S.H., M.Kn.	16 Januari 2020-14 September 2021 January 16, 2020 – September 14, 2021
Ariadi	Direktur Keuangan dan Administrasi Director of Finance and Administration	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor: 10 tanggal 5 Februari 2020, yang dibuat dihadapan Vincent Sugeng Fajar, S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number: 10 dated February 5, 2020, drawn up before Vincent Sugeng Fajar, S.H., M.Kn.	16 Januari 2020 – sekarang January 16, 2020 – current

Kemudian perubahan susunan Direksi terjadi di tanggal 14 September 2021 dimana Rangga Radji digantikan oleh Lebinner Sinaga, dan Edi Armawiria digantikan oleh Aldiansyah Idham. Berikut susunan Direksi Periode 14 September 2021-31 Desember 2021 adalah sebagai berikut:

Then the change in the composition of the Board of Directors occurred on September 14, 2021. In this reshuffle, Rangga Radji was replaced by Lebinner Sinaga, and Edi Armawiria was replaced by Aldiansyah Idham. The Board of Directors composition for the period of September 14, 2021 – December 31, 2021 is as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis	Periode Period
Erwin Simanjuntak	Direktur Utama President Director	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor 69 tanggal 27 Februari 2020, yang dibuat dihadapan Notaris Vincent Sugeng Fajar S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number 69 dated February 27, 2020, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.	6 Februari 2020 – sekarang February 6, 2020 – Current
Lebinner Sinaga	Direktur Teknik dan Pengembangan Director of Engineering and Development	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor: 64 tanggal 22 September 2021, yang dibuat dihadapan Notaris Vincent Sugeng Fajar S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number: 64 dated September 22, 2021, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.	14 September 2021 – sekarang September 14, 2021 – Current

Nama Name	Jabatan Position	Dasar Pengangkatan Appointment Basis	Periode Period
Aldiansyah Idham	Direktur Operasi Director of Operations	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor: 64 tanggal 22 September 2021, yang dibuat dihadapan Notaris Vincent Sugeng Fajar S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number: 64 dated September 22, 2021, drawn up before Notary Vincent Sugeng Fajar S.H., M.Kn.	14 September 2021 – sekarang September 14, 2021 – Current
Ariadi	Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Suport	Akta Pernyataan Keputusan Para Pemegang Saham Secara Sirkuler PT PGAS Solution Nomor: 10 tanggal 5 Februari 2020, yang dibuat dihadapan Vincent Sugeng Fajar, S.H., M.Kn. PT PGAS Solution Circular Declaration of Decisions of Shareholders Number: 10 dated February 5, 2020, drawn up before Vincent Sugeng Fajar, S.H., M.Kn.	16 Januari 2020 – sekarang January 16, 2020 – Current

AFILIASI DIREKSI

BOARD OF DIRECTOR'S AFFILIATION

Salah satu syarat utama yang harus dipenuhi oleh jajaran Direksi PGAS Solution adalah sifat dan sikap independensi. Melalui independensi Direksi, segala keputusan dapat diambil berdasarkan akal sehat tanpa tekanan demi kemajuan perusahaan. Wujud independensi ini tampak di lingkungan PGAS Solution antara lain, antar sesama anggota Direksi, Dewan Komisaris, dan Pemegang Saham tidak ada hubungan kekerabatan, tidak ada hubungan keuangan, maupun saham. Hubungan afiliasi anggota Direksi PGAS Solution dengan sesama

One of the absolute requirements that should be fulfilled by every member of PGAS Solution's Board of Director is the nature and attitude of independence. By being independent, members can make all decisions based on common sense without pressure for the betterment of the company. The independent nature in PGAS Solution is shown by the fact that there is no kinship, no financial relationship, or shares between Board of Directors, Board of Commissioners, and Shareholders. The affiliation

anggota Direksi dan anggota Dewan Komisaris, serta Pemegang Saham Utama pada tahun 2021, dapat dilihat pada tabel berikut:

relationship between members of the Board of Directors of PGAS Solution with fellow members of the Board of Directors and members of the Board of Commissioners, as well as Major Shareholders in 2021, can be seen in the following table:

HUBUNGAN AFILIASI DIREKSI PERIODE 1 JANUARI 2021 – 14 SEPTEMBER 2021 BOARD OF DIRECTORS' AFFILIATION PERIOD OF JANUARY 1 – SEPTEMBER 14, 2021

Nama Name	Jabatan Position	Hubungan Keluarga dengan Familial Relationship with		Hubungan Keluarga dengan Familial Relationship with			
		Dewan Komisaris Lain Other BOC	Direksi BOD	Pemegang Saham Utama Major Shareholders	Dewan Komisaris Lain Other BOC	Dewan Komisaris BOC	Pemegang Saham Utama Major Shareholders
Erwin Simanjuntak	Direktur Utama President Director	x	x	x	x	x	x
Rangga Radji	Direktur Teknik dan Pengembangan Director of Engineering and Development	x	x	x	x	x	x
Edi Armawiria	Direktur Operasi Director of Operations	x	x	x	x	x	x
Ariadi	Direktur Keuangan dan Administrasi Director of Finance and Administration	x	x	x	x	x	x

Keterangan:

Source:

- V: Terafiliasi **Affiliated**
- X: Tidak terafiliasi **Not Affiliated**

HUBUNGAN AFILIASI DIREKSI PERIODE 14 SEPTEMBER 2021 – 31 DESEMBER 2021
BOARD OF DIRECTORS' AFFILIATION PERIOD OF SEPTEMBER 14, 2021 – DECEMBER 31, 2021

Nama Name	Jabatan Position	Hubungan Keluarga dengan Familial Relationship with			Hubungan Keluarga dengan Familial Relationship with		
		Dewan Komisaris Lain Other BOC	Direksi BOD	Pemegang Saham Utama Major Shareholders	Dewan Komisaris Lain Other BOC	Dewan Komisaris BOC	Pemegang Saham Utama Major Shareholders
Erwin Simanjuntak	Direktur Utama President Director	x	x	x	x	x	x
Lebinner Sinaga	Direktur Teknik dan Pengembangan Director of Engineering and Development	x	x	x	x	x	x
Aldiansyah Idham	Direktur Operasi Director of Operations	x	x	x	x	x	x
Ariadi	Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Support	x	x	x	x	x	x

Keterangan:

Source:

- V: Terafiliasi / **Affiliated**
- X: Tidak terafiliasi / **Not Affiliated**

PENGANGKATAN DAN PEMBERHENTIAN ANGGOTA DIREKSI
APPOINTMENT AND DISMISSAL OF THE BOARD OF DIRECTORS' MEMBERS

Pengangkatan dan pemberhentian anggota Direksi mengacu pada ketentuan dalam UU No. 40 Tahun 2007 tentang Perseroan Terbatas, serta Pasal 12 ayat 9 Anggaran Dasar PGAS Solution yang menyatakan anggota Direksi diangkat dan diberhentikan oleh RUPS dengan memperhatikan ketentuan dalam Anggaran Dasar. PT Pertamina Gas Negara Tbk (PGN) selaku pemegang saham mayoritas memiliki wewenang tersebut.

Pemilihan Direksi didasari atas pertimbangan pengetahuan memadai di bidang usaha perusahaan, berdedikasi tinggi, memahami masalah-masalah manajemen, memiliki integritas, dan bersedia menyediakan waktu yang cukup untuk melaksanakan tugasnya.

The Board of Director members' appointment and dismissal process refers to the provisions of Law no. 40 of 2007 concerning Limited Liability Companies, as well as Article 12 paragraph 9 of the Articles of Association of PGAS Solution. The article states that members of the Board of Directors are appointed and dismissed by the GMS with due observance of the provisions in the Articles of Association. PT Pertamina Gas Negara Tbk (PGN) as the majority shareholder has this authority.

The selection of the Board of Directors is based on consideration of adequate knowledge in the company's business field, high dedication towards the company, high understanding about management issues, having integrity, and being willing to provide sufficient time to carry out their duties.

RUANG LINGKUP PEKERJAAN DAN TANGGUNG JAWAB DIREKSI
APPOINTMENT SCOPE OF DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

Direksi berwenang dan bertanggung jawab penuh atas pengurusan perusahaan. Direksi bekerja sesuai dengan maksud dan tujuan dan mewakili perusahaan baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar. Ruang lingkup pekerjaan utama Direksi adalah:

- Memimpin dan menjalankan tindakan kepengurusan perusahaan. Direksi menjalankan kepentingan sesuai dengan maksud dan tujuan perusahaan, yakni:
 - Memelihara dan mengurus kekayaan perusahaan
 - Meningkatkan efisiensi dan efektivitas perusahaan
- Mewakili perusahaan baik di dalam maupun di luar pengadilan sebagaimana diatur dalam peraturan perundang-undangan,

The Board of Directors is authorized and fully responsible for the management of the company. They work in accordance with the aims and objectives of the Company and represents the Company both inside and outside the court, following the provisions of the Articles of Association. The main scope of work of the Board of Directors is:

- Leading and carrying out corporate management actions. The Board of Directors carries out interests according to the aims and objectives of the Company, including:
 - Maintaining and managing company assets
 - Improving Company efficiency and effectiveness
- Representing the company both inside and outside the control as stipulated in the laws and regulations, the Articles of Association, and the

Anggaran Dasar, dan keputusan RUPS. Direksi wajib melaksanakan tugas pokoknya dengan itikad baik dan penuh tanggung jawab. Setiap anggota Direksi bertanggung jawab penuh secara pribadi dan tanggung bersama atas kerugian perusahaan, apabila bersalah atau lalai dalam menjalankan tugasnya sesuai perundang-undangan. Tugas, kewenangan dan kewajiban Direksi PGAS Solution diatur lebih lanjut di dalam Pasal 13 Anggaran Dasar PGAS Solution dan Keputusan Direksi PT PGAS Solution Nomor: 036000.K/OT.00/Dirut/2021 tanggal 11 Oktober 2021 tentang Struktur Organisasi dan Tata Kerja PT PGAS Solution.

Berikut adalah lingkup dan tanggung jawab masing-masing Direksi:

DIREKTUR UTAMA PRESIDENT DIRECTOR

Fungsi

- Direktur Utama mempunyai fungsi mengoordinasikan seluruh kegiatan operasional perusahaan, yang dalam pelaksanaannya dibantu dan bekerjasama dengan Direktur lainnya.
- Selain menjalankan fungsi sebagaimana pada ayat (1) tersebut di atas, Direktur Utama juga mempunyai fungsi menetapkan, mengelola, dan mengendalikan pengawasan terhadap pengelolaan perusahaan.

Tugas

Untuk menjalankan fungsinya, Direktur Utama mempunyai tugas, yaitu:

- Menetapkan Rencana Jangka Panjang Perusahaan (RJPP).
- Menetapkan, merencanakan, mengelola, dan mengendalikan Rencana Kerja dan Anggaran Perusahaan serta mengevaluasi pencapaiannya.

resolutions of the GMS. The Board of Directors should fulfil their duties with good faith and great responsibility. Every member of the Board of Directors is fully responsible personally and jointly for the Company's losses, if they're proven guilty or negligent in carrying out their duties in accordance with the legislation. The Board of Directors of PGAS Solution's duties, authorities and obligations are further regulated in Article 13 of the Articles of Association of PGAS Solution and Decision of the Board of Directors of PT PGAS Solution Number: 036000.K/OT.00/Dirut/2021 dated October 11, 2021 concerning Organizational Structure and Work Procedures of PT PGAS Solutions.

The following are the scope and responsibilities of each Board of Directors:

Function

- The President Director has the function of coordinating all operational activities of the company. To successfully carry out this function, the President Director is helped by other directors by working cooperatively.
- In addition to carrying out the functions as referred to in paragraph (1) above, the President Director also has the function of establishing, managing, and controlling the supervision of the management of the company.

Task

To carry out its functions, the President Director has the following duties:

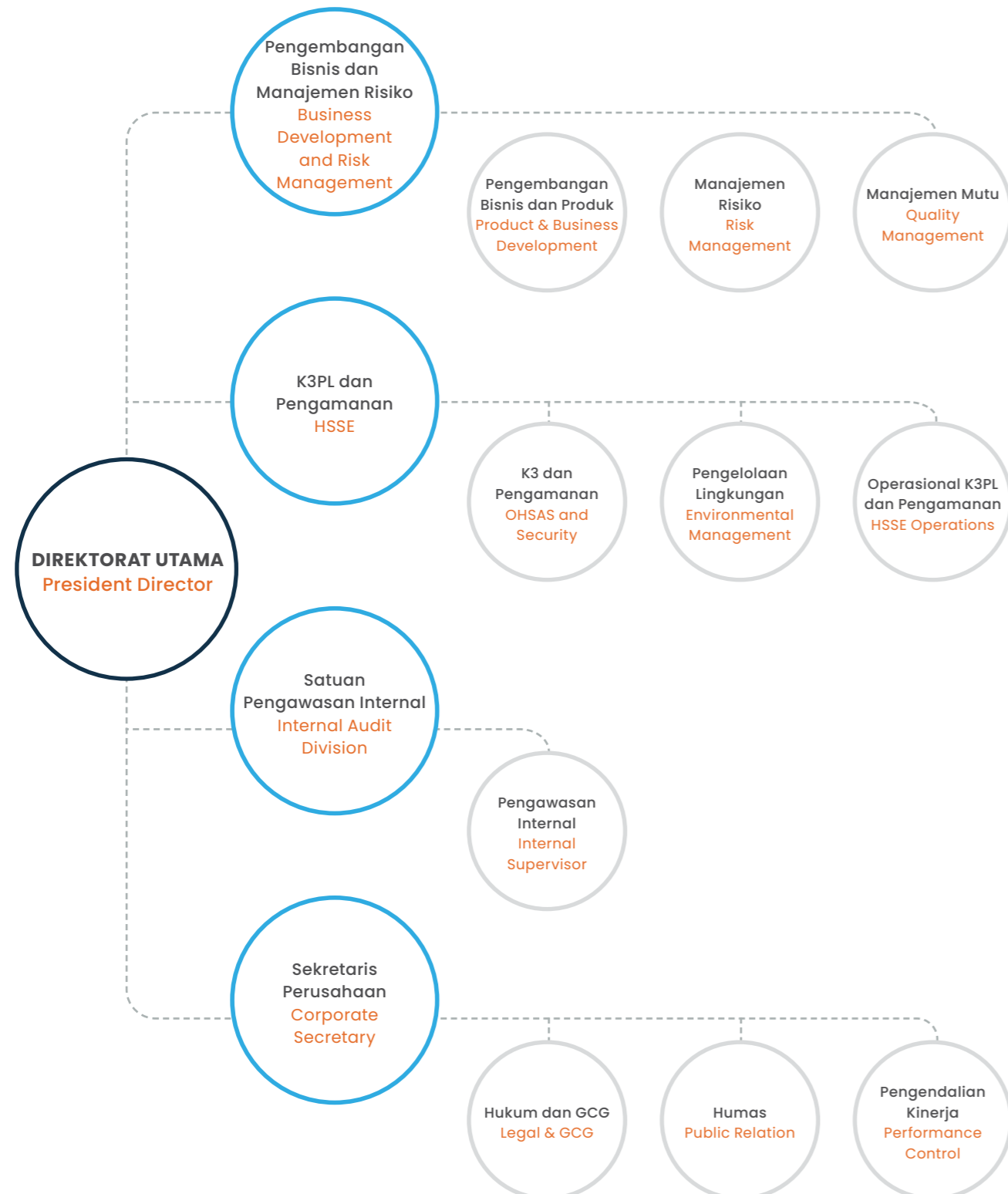
- Establishing the Company's Long Term Plan (RJPP).
- Establishing, planning, managing, and controlling the Company's Work Plan and Budget, as well as evaluating its performance.

- Mengendalikan pengawasan pengelolaan perusahaan dan kepatuhan terhadap hukum dan perundang-undangan, pengelolaan komunikasi dan hubungan dengan para pemangku kepentingan (*stakeholders*), pengelolaan kehumasan, serta tata kelola perusahaan yang baik (*Good Corporate Governance - GCG*).
- Mengendalikan pengawasan internal Perseroan.
- Mengendalikan kebijakan dan pengelolaan kegiatan K3PL dan Pengamanan.
- Mengendalikan kebijakan dan pengelolaan perencanaan strategis, pengembangan bisnis dan teknologi, manajemen risiko serta pengendalian kinerja perusahaan.
- Mengendalikan kebijakan dan pengelolaan kegiatan bidang teknik dan pengembangan.
- Mengendalikan kebijakan dan pengelolaan kegiatan bidang operasi.
- Mengendalikan kebijakan dan pengelolaan kegiatan bidang keuangan, kelogistikan dan administrasi, sumber daya manusia, serta teknologi informasi.

- Controlling the supervision of company management, ensuring compliance with laws and regulations, as well as managing communication and relations with stakeholders, public relations management, and good corporate governance (GCG).
- Controlling the Company's internal monitoring process.
- Controlling policies and management of K3PL and Security activities.
- Controlling policies and management of strategic planning, business and technology development, risk management and controlling company performance.
- Controlling policies and management of technical and development activities.
- Controlling policies and management of the activity of operational fields.
- Controlling policies and managing activities in the fields of finance, logistics and administration, human resources, and information technology.



STRUKTUR ORGANISASI DIREKTORAT UTAMA
MAIN DIRECTORATE ORGANIZATIONAL STRUCTURE



DIREKTUR OPERASI
DIRECTOR OF OPERATIONS

Fungsi

Direktur Operasi mempunyai fungsi menetapkan, mengelola dan mengendalikan strategi dan kebijakan perusahaan di bidang operasi dan pemeliharaan jaringan pipa dan fasilitas pendukungnya, serta pengelolaan kalibrasi, instrumentasi dan manufaktur.

Tugas

Untuk menjalankan fungsinya, Direktur Operasi mempunyai tugas:

- a. Mengendalikan Rencana Kerja dan Anggaran Direktorat Operasi serta mengevaluasi pencapaiannya;
- b. Mengendalikan strategi dan kebijakan di bidang manajemen proyek operasi meliputi perencanaan operasi dan pemeliharaan, kegiatan *engineering* operasi serta pengendalian proyek operasi;
- c. Mengendalikan strategi dan kebijakan di bidang pelaksanaan proyek operasi dan pemeliharaan jaringan dan fasilitas;
- d. Mengendalikan strategi dan kebijakan terkait kalibrasi, instrumentasi alat ukur, pengembangan perakit/perekayasa dan manufaktur serta pemeliharaan dan perbaikan material;
- e. Mengendalikan Prosedur Operasi/Petunjuk Teknis/SOP Direktorat Operasi;
- f. Memastikan terlaksananya aspek *safety* di lingkungan Satuan Kerjanya sesuai dengan tujuan yang telah ditetapkan.

Function

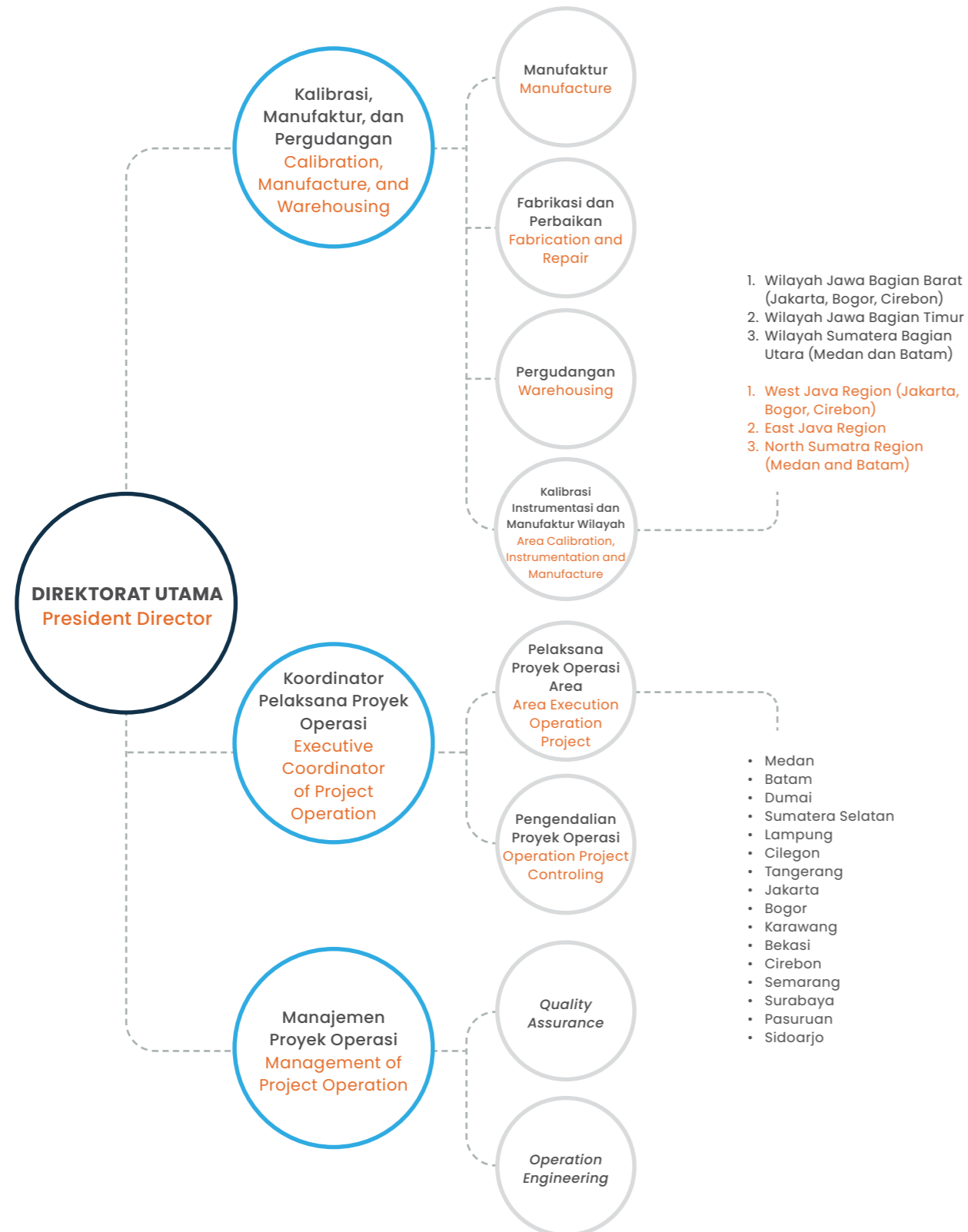
The Director of Operations has the function of establishing, managing, and controlling the Company's strategy and policies in its main operational ventures, which are operation and maintenance of pipelines and their supporting facilities, as well as management of calibration, instrumentation, and manufacturing

Task

To carry out its functions, the Director of Operations has the following duties:

- a. Controlling the Operations Directorate's Work Plan and Budget and evaluating its performance;
- b. Controlling strategies and policies in the field of operations project management, including planning for operations and maintenance, operations engineering activities and controlling project operations;
- c. Controlling strategies and policies in the field of project implementation, network and facility operations and maintenance;
- d. Controlling strategies and policies related to calibration, instrumentation of measuring instruments, development of assemblers/engineers and manufacturing as well as maintenance and repair of materials;
- e. Controlling the Operational Procedures/ Technical Instructions/SOP of the Directorate of Operations;
- f. Ensuring the enforcement of safety aspects within the Work Unit in accordance with the objectives that have been set.

STRUKTUR ORGANISASI DIREKTORAT OPERASI
ORGANIZATION STRUCTURE OF THE DIRECTORATE OF OPERATIONS



DIREKTUR KEUANGAN DAN DUKUNGAN BISNIS
DIRECTOR OF FINANCE AND BUSINESS SUPPORT

Fungsi

Direktur Keuangan dan Dukungan Bisnis mempunyai fungsi menetapkan, mengelola dan mengendalikan kebijakan dan kegiatan perusahaan di bidang keuangan, pengadaan barang dan jasa, kelogistikan, administrasi, sumber daya manusia, dan sistem informasi.

Tugas

Untuk menjalankan fungsinya, Direktur Keuangan dan Dukungan Bisnis mempunyai tugas:

- a. Mengendalikan Rencana Kerja dan Anggaran Perusahaan serta mengevaluasi pencapaiannya;
- b. Mengendalikan Rencana Kerja dan Anggaran Direktorat Keuangan dan Dukungan Bisnis serta mengevaluasi pencapaiannya.
- c. Mengendalikan kebijakan dan strategi penyusunan, dan pengendalian anggaran, pengelolaan perbendaharaan, akuntansi, penyusunan laporan keuangan dan perpajakan,
- d. Mengendalikan kebijakan dan kegiatan yang terkait dengan strategi pengelolaan keuangan jangka panjang dan pengendalian investasi perusahaan;
- e. Mengendalikan kebijakan dan kegiatan yang berkaitan dengan pengadaan barang dan jasa untuk kebutuhan Perseroan;
- f. Mengendalikan kebijakan dan kegiatan yang berkaitan dengan layanan umum dan kesekretariatan;
- g. Mengendalikan kebijakan dan kegiatan pengelolaan persediaan dan pergudangan sesuai SLA;
- h. Mengendalikan kebijakan dan kegiatan perusahaan terkait pengelolaan serta pengembangan Sumber Daya Manusia;
- i. Merumuskan strategi dan kebijakan pengelolaan sistem informasi yang meliputi pengembangan bisnis sistem informasi untuk

Function

The Director of Finance and Business Support has the function of establishing, managing and controlling company policies and activities in the fields of finance, procurement of goods and services, logistics, administration, human resources, and information systems.

Task

To carry out its functions, the Director of Finance and Business Support has the following duties:

- a. Controlling the Company's Work Plan and Budget and evaluating its performance;
- b. Controlling the Work Plan and Budget of the Directorate of Finance and Business Support and evaluating its performance.
- c. Controlling policies and strategies for preparing and controlling budgets, treasury management, accounting, preparation of financial and tax reports,
- d. Controlling policies and activities related to the long-term financial management strategy and controlling the company's investment;
- e. Controlling policies and activities related to the procurement of goods and services according to the needs of the Company;
- f. Controlling policies and activities related to public and secretarial services;
- g. Controlling policies and activities of inventory and warehousing management according to SLA;
- h. Controlling company policies and activities related to the management and development of Human Resources;
- i. Formulating information system management strategies and policies which include information system business development for

korporat dan keproyekan serta pengoperasian dan pemeliharaan sistem informasi baik di lingkungan operasional perusahaan dan proyek;

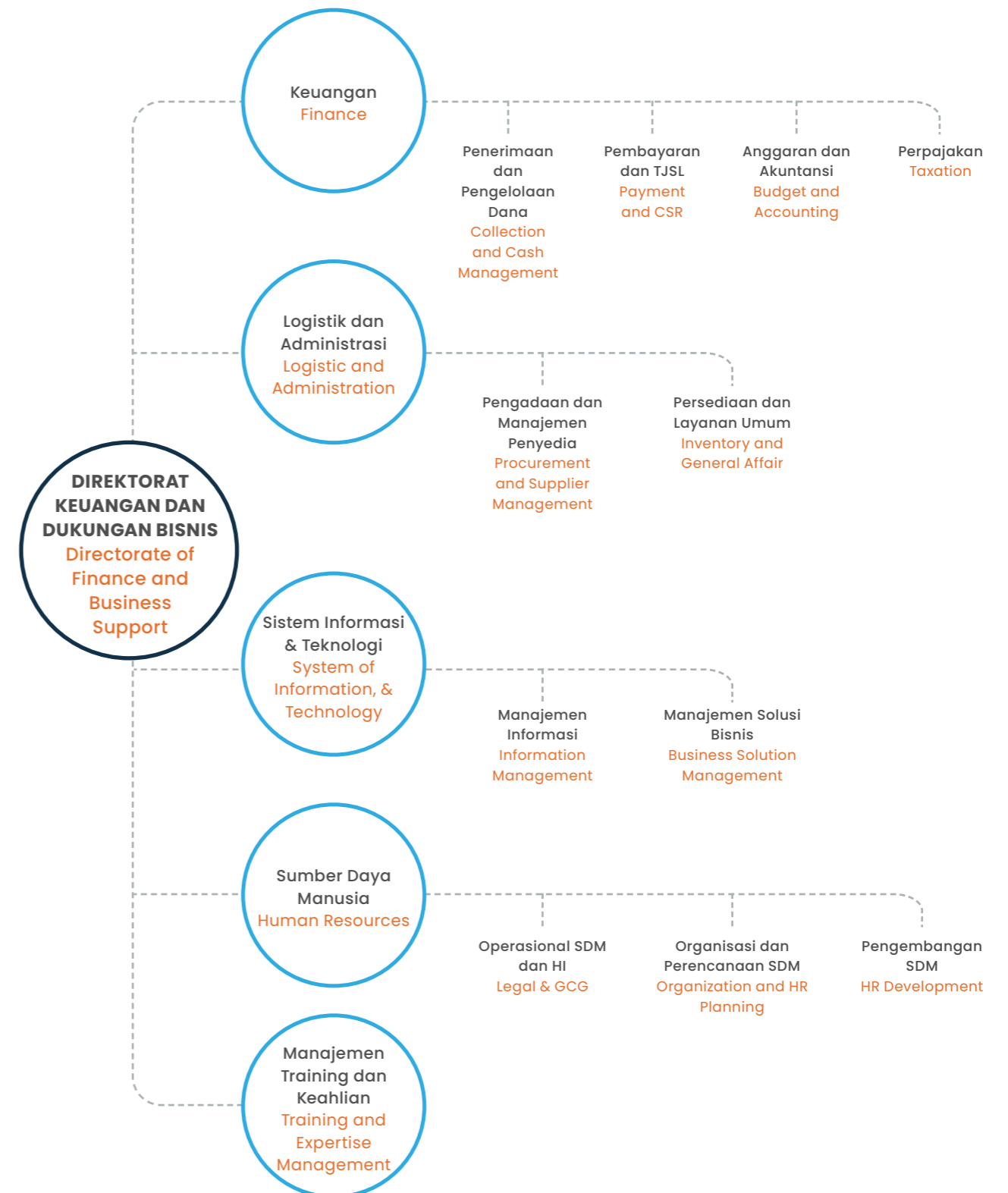
- j. Mengendalikan penyusunan kebijakan dan Prosedur Operasi/Petunjuk Teknis/SOP bidang Keuangan dan Administrasi.

corporates and projects as well as operation and maintenance of information systems in both the company's operational environment and projects;

- j. Controlling the formulation of policies and Operational Procedures/Technical Instructions/SOPs for Finance and Administration.



STRUKTUR ORGANISASI DIREKTORAT KEUANGAN DAN DUKUNGAN BISNIS
ORGANIZATIONAL STRUCTURE OF THE DIRECTORATE OF FINANCE AND BUSINESS SUPPORT



PROGRAM PELATIHAN DIREKSI

PROGRAM PELATIHAN DIREKSI

Untuk meningkatkan kompetensi dan menunjang pelaksanaan tugas Direksi, selama tahun 2021, Direksi telah mengikuti program pelatihan, *workshop*, konferensi dan seminar, antara lain:

To increase the competence of the Corporate Secretary in completing their day-to-day tasks, in 2021 the Board of Directors has finished these following training sessions, workshops, conferences, technical fellowships, and seminars:

PELATIHAN DIREKSI TAHUN 2021

TRAINING OF THE BOARD OF DIRECTORS IN 2021

Nama Name	Jabatan Position	Tanggal Date	Pelatihan Training	Keterangan Remarks
Erwin Simanjuntak	Direktur Utama President Director	1. 23 & 27 Maret 2021 2. 24 & 27 Maret 2021 3. 25 & 29 Maret 2021 4. 13 September 2021 5. 27-28 September 2021 1. March 23 & 27, 2021 2. March 24 & 27, 2021 3. March 25 & 29, 2021 4. September 13, 2021 5. September 27-28, 2021	1. Webinar Series Industrial Sekuriti – Sistem Manajemen Pengamanan (SMP) 2. Webinar Series Industrial Sekuriti – Manajemen Resiko Pengamanan 3. Webinar Series Industrial Sekuriti – Manajemen Krisis 4. Bimbingan Teknis Program Antikorupsi 5. GCG, WBS, Gratifikasi, Anti Penyuaan, dan Assesment Parameter ACGS 1. Webinar Series Industrial Security – Security Management System (SMP) 2. Webinar Series Industrial Security – Security Risk Management 3. Webinar Series Industrial Security – Crisis Management 4. Anti-Corruption Program Technical Guidance 5. GCG, WBS, Gratification, Anti-Bribery, and ACGS Parameter Assessment	

Nama Name	Jabatan Position	Tanggal Date	Pelatihan Training	Keterangan Remarks
Ariadi	Direktur Keuangan dan Dukungan Bisnis Director of Finance and Business Support	1. 30 Juli – 1 Agustus 2021 2. 13 September 2021 1. July 30 – August 1, 2021 2. September 13, 2021	1. Sales Marketing Revolution 2. Bimbingan Teknis Program Antikorupsi 1. Sales Marketing Revolution 2. Anti-Corruption Program Technical Guidance	
Edi Armawiria	Direktur Operasi Director of Operation	1. 23 & 27 Maret 2021 2. 24 & 27 Maret 2021	1. Webinar Series Industrial Sekuriti – Sistem Manajemen Pengamanan (SMP) 2. Webinar Series Industrial Sekuriti – Manajemen Resiko Pengamanan 3. Webinar Series Industrial Sekuriti – Manajemen Krisis 4. Bimbingan Teknis Program Antikorupsi 1. Webinar Series Industrial Security – Security Management System (SMP) 2. Webinar Series Industrial Security – Security Risk Management 3. Webinar Series Industrial Security – Crisis Management 4. Anti-Corruption Program Technical Guidance	
Aldiansyah Idham	Direktur Operasi Director of Operation	1. 13-15 Desember 2021 2. 13-15 Desember 2021	1. <i>Impactful Communication Skills and Effective Storytelling Skills</i>	

Nama Name	Jabatan Position	Tanggal Date	Pelatihan Training	Keterangan Remarks
Rangga Radji	Direktur Teknik dan Pengembangan	1. 23 & 27 Maret 2021	1. Webinar Series Industrial Sekuriti – Sistem Manajemen Pengamanan (SMP)	
		2. 24 & 27 Maret 2021	2. Webinar Series Industrial	
		3. 25 & 29 Maret 2021	3. Webinar Series Industrial	
		4. 13 September 2021	4. Webinar Series Industrial	
		5. 27-28 September 2021	5. Webinar Series Industrial	
		1. March 23 & 27, 2021	1. Webinar Series Industrial	
		2. March 24 & 27, 2021	2. Webinar Series Industrial	
		3. March 25 & 29, 2021	3. Webinar Series Industrial	
		4. September 13, 2021	4. Bimbingan Teknis Program Antikorupsi	
		5. September 27-28, 2021	5. GCG, WBS, Gratifikasi, Anti Penyuapan, dan Assesment Parameter ACGS	
	1. Webinar Series Industrial Security – Security Management System (SMP)			
	2. Webinar Series Industrial Security – Security Risk Management			
	3. Webinar Series Industrial Security – Crisis Management			
	4. Anti-Corruption Program Technical Guidance			
	5. GCG, WBS, Gratification, Anti- Bribery, and ACGS Parameter Assessment			

FREKUENSI RAPAT ANGGOTA DIREKSI

BOARD OF DIRECTORS' MEETING FREQUENCY

Selama tahun 2021, Direksi telah menyelenggarakan 23 kali rapat Direksi, dengan rincian sebagai berikut:

In 2021, the Board of Directors has held 23 internal meetings. The detail of those meetings are as follows:

RAPAT DIREKSI PERIODE 1 JANUARI 2021 – 14 SEPTEMBER 2021

THE BOARD OF DIRECTORS' MEETING IN JANUARY 1 - SEPTEMBER 14, 2021

Tanggal Date	Agenda Rapat Meeting Agenda	Erwin Simanjuntak	Rangga Radji	Edi Armawiria	Ariadi
8 Januari 2021 January 8, 2021	1. Progres Pekerjaan Konstruksi dan Pemasangan Pipa Proyek SPAM Umbulan 2. Progres Proyek Aroma Kopi 3. Progres Pekerjaan Proyek Pembangunan Fasilitas Terminal LNG Jatim (Teluk Lamong) 4. Progres Proyek O&M 5. Progres Update Manufaktur – Pabrik Pipa PE Klari 6. Lain-lain	✓	✓	✓	✓
	1. Construction and Pipe Installation Progress for the Umbulan SPAM Project 2. Coffee Aroma Project Progress 3. Work Progress of the East Java LNG Terminal Facility Development Project (Teluk Lamong) 4. O&M Project Progress 5. Manufacturing Update Progress – Klari PE Pipe Factory 6. Others				
14 Januari 2021 January 14, 2021	1. Usulan KPI Korporat Tahun 2021 (Konsol) 2. LHP Hasil Audit SPI	✓	✓	✓	✓
	1. Proposed Corporate KPI for 2021 (Console) 2. LHP SPI Audit Results				

Tanggal Date	Agenda Rapat Meeting Agenda	Erwin Simanjuntak	Rangga Radji	Edi Armawiria	Ariadi
04 Februari 2021 February 4, 2021	<ol style="list-style-type: none"> Kajian Hukum Penyelesaian Kewajiban Pembayaran PT Promatcon Tepat Guna Kajian Tim Klaim Manajemen terkait Penyelesaian Kewajiban Pembayaran Hutang Promatcon kepada Perseroan <p>1. Legal Study on Settlement of Payment Obligations of PT Promatcon Appropriate</p> <p>2. Management's Claims Team Study regarding the Settlement of Promatcon's Debt Payment Obligations to the Company</p>	✓	✓	✓	✓
18 Maret 2021 March 18, 2021	<ol style="list-style-type: none"> Punchlist Proyek Pemasangan Pipa Gas Dumai Distribution Pipeline (PJDD) Proses Bisnis Produksi, Distribusi dan Penjualan Pipa PE Lain-lain <p>1. Punchlist of Dumai Distribution Pipeline (PJDD) Gas Pipeline Installation Project</p> <p>2. Business Process of PE Pipe Production, Distribution and Sales</p> <p>3. Others</p>	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Erwin Simanjuntak	Rangga Radji	Edi Armawiria	Ariadi
29 Maret 2021 March 29, 2021	<ol style="list-style-type: none"> Rencana Eksekusi Strategi Pelaksana Jargas Surabaya – Sidoarjo Proses Bisnis Inisiatif Proyek Proses Bisnis Project Charter Proses Bisnis Eksekusi Proyek Proses Bisnis Mekanisme Pembayaran Lain-lain <p>1. Strategic Execution Plan for the Surabaya – Sidoarjo Jargas</p> <p>2. Project Initiative Business Process</p> <p>3. Project Charter Business Process</p> <p>4. Project Execution Business Process</p> <p>5. Payment Mechanism Business Process</p> <p>6. Others</p>	✓	✓	✓	✓
06 April 2021 April 6, 2021	<ol style="list-style-type: none"> Pemaparan Project Charter Pembangunan Jaringan Gas Bumi untuk Rumah Tangga (Jargas) Surabaya-Sidoarjo 2021 <p>1. Presentation of the Project Charter for the Construction of a Natural Gas Network for Households (Jargas) Surabaya-Sidoarjo 2021</p>	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Erwin Simanjuntak	Rangga Radji	Edi Armawiria	Ariadi
12 April 2021 April 12, 2021	1. Pemaparan Project Charter Pembangunan Jaringan Gas Bumi untuk Rumah Tanga (Jargas) di Kabupaten Wajo dan Banggai 1. Presentation of the Project Charter for the Development of Natural Gas Networks for Households (Jargas) in Wajo and Banggai Regency	✓	✓	✓	✓
12 April 2021 April 12, 2021	1. Pemaparan Hasil Audit Satuan Pengawasan Internal (SPI) PGAS Solution 1. Presentation of PGAS Solution's Internal Control Unit (SPI) Audit Results	✓	✓	✓	✓
26 April 2021 April 26, 2021	1. Penugasan Jargas Mandiri PT PGN ke PT PGAS Solution 1. Assignment of PT PGN's Independent Jargas to PT PGAS Solution	✓	✓	✓	✓
30 April 2021 April 30, 2021	1. Pemaparan Rencana Eksekusi Proyek Pembangunan Jaringan Gas Bumi untuk Rumah Tangga (Jargas) di Kabupaten Wajo dan Banggai 1. Presentation of the Execution Plan for the Natural Gas Network Development Project for Households (Jargas) in Wajo and Banggai Regency	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Erwin Simanjuntak	Rangga Radji	Edi Armawiria	Ariadi
15 Juni 2021 June 15, 2021	1. Pemaparan Perhitungan Proyeksi Laba/Rugi dan Arus Kas Proyek Pembangunan Jaringan Gas Bumi untuk Rumah Tangga (Jargas) Area Jakarta – Area Tangerang Sejumlah 1.859 SR Tahun Anggaran 2021 1. Pemaparan Perhitungan Proyeksi Laba/Rugi dan Arus Kas Proyek Pembangunan Jaringan Gas Bumi untuk Rumah Tangga (Jargas) Area Jakarta – Area Tangerang Sejumlah 1.859 SR Tahun Anggaran 2021	✓	✓	✓	✓
01 Juli 2021 July 1, 2021	1. Penyediaan Pasokan dan Pembangunan Infrastruktur LNG serta Konversi Penggunaan Bahan Bakar Minyak dengan LNG dalam Penyediaan Tenaga Listrik – PLTMG Nias & Tanjung Selor 1. Provision of LNG Supply and Infrastructure Development and Conversion of Oil-based Fuel Use with LNG in the Provision of Electric Power – PLTMG Nias & Tanjung Selor	X	✓	✓	✓
05 Juli 2021 July 5, 2021	1. Job Evaluation	X	✓	✓	✓
14 Juli 2021 July 14, 2021	1. Rencana Tender pada Proyek EPCIC Package B: Corridor Modification di Repsol Sakakemang BV 1. Tender Plan for EPCIC Package B Project: Corridor Modification at Repsol Sakakemang BV	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Erwin Simanjuntak	Rangga Radji	Edi Armawiria	Ariadi
15 Juli 2021 July 15, 2021	1. Persiapan Workshop Value Creation & Sinergi Bisnis AP/AF Services 1. Preparation of AP/AF Services Value Creation & Business Synergy Workshop	✓	✓	✓	✓
22 Juli 2021 July 22, 2021	1. Closing Proyek atas Tindak Lanjut Hasil Audit IAD PGN 2. Update Hasil FGD Pipa PE 1. Project Closing on Follow-up to PGN's IAD Audit Results 2. Update the Results of the PE Pipe FGD	✓	✓	✓	✓
10 Agustus 2021 August 10, 2021	1. Proyek Jasa Perancangan, Pengadaan dan Konstruksi Pembangunan Pipa Gas Senipah – Balikpapan- PT Pertamina Gas 2. Kinerja Semester 1 Tahun 2021 dan Progres Penyempurnaan Operasional Sesuai Hasil Audit 1. Design, Procurement and Construction Services Project for the Construction of the Senipah Gas Pipeline – Balikpapan- PT Pertamina Gas 2. Performance in Semester 1 of 2021 and Progress of Operational Improvements According to Audit Results	✓	✓	✓	✓

Tanggal Date	Agenda Rapat Meeting Agenda	Erwin Simanjuntak	Rangga Radji	Edi Armawiria	Ariadi
19 Agustus 2021 August 19, 2021	1. Revisi RKAP Tahun 2021 2. Follow UP (Tindak Lanjut) Kunjungan Virtual Dewan Komisaris PGN 3. Rencana Amendemen Kontrak POMA 1. Revised RKAP 2021 2. Follow UP (Follow Up) Virtual Visit of PGN's Board of Commissioners 3. POMA Contract Amendment Plan	✓	✓	✓	✓
10 September 2021 September 10, 2021	1. Laporan Piutang Perseroan Outstanding 2. Progres Audit Procurement dan Pemilihan Mitra di Proyek Rokan 1. Outstanding Company Receivable Report 2. Procurement Audit Progress and Partner Selection in the Rokan Project	✓	✓	✓	✓

RAPAT DIREKSI PERIODE 14 SEPTEMBER 2021 - 31 DESEMBER 2021
THE BOARD OF DIRECTORS' MEETING AT SEPTEMBER 14 - DECEMBER 31, 2021

Tanggal Date	Agenda Rapat Meeting Agenda	Erwin Simanjuntak	Rangga Radji	Edi Armawiria	Ariadi
23 Agustus 2021 August 23, 2021	1. Strategi Eksekusi Proyek Jargas Mandiri 1. Independent Jargas Project Execution Strategy	✓	✓	✓	✓
13 Oktober 2021 October 13, 2021	1. Rencana Mediasi KSO Yala-Sabaritha 2. Pembahasan Rolling Plan RJPP 2021-2026 1. Yala-Sabaritha KSO Mediation Plan 2. Discussion on RJPP 2021-2026's Rolling Plan	✓	✓	✓	✓
10 Desember 2021 December 10, 2021	1. Pemaparan Analisis Pre-Qualification for EPCI of Akatara Gas Processing Facility and Sales Gas Pipeline Project 1. Presentation of Pre-Qualification Analysis for EPCI of Akatara Gas Processing Facility and Sales Gas Pipeline Project	✓	✓	✓	✓
14 Desember 2021 December 14, 2021	1. Kajian KSO dan Strategi Eksekusi Jargas Mandiri 2. Investasi Pabrik Pipa PE 3. Lain-lain 1. Study of KSO and Independent Jargas Execution Strategy 2. PE Pipe Factory Investmen	✓	✓	✓	✓



PROSEDUR PENERAPAN REMUNERASI DIREKSI

REMUNERATION PROCEDURE FOR THE BOARD OF DIRECTORS

Struktur remunerasi Direksi PGAS Solution, meliputi imbalan jangka pendek, pasca kerja dan jangka panjang lainnya. Penetapan Remunerasi Dewan Direksi & Dewan Komisaris ditetapkan oleh PGN selaku Pemegang Saham Mayoritas melalui Surat Keputusan Nomor: 030700.K/KP.03.03/FIN/2019 tanggal 14 Mei 2019, tentang Penetapan Penghasilan Direksi dan Dewan Komisaris di Anak Perusahaan PT Pertamina Gas Negara Tbk, remunerasi Direksi PGAS Solution, terdiri atas:

a. Honorarium

b. Tunjangan:

- Tunjangan hari raya keagamaan
- Tunjangan Perumahan
- Tunjangan komunikasi
- Asuransi Purna Jabatan

c. Fasilitas:

- Fasilitas Kesehatan
- Fasilitas Kendaraan Dinas
- Fasilitas Bantuan Hukum

d. Tantiem/Insentif Kinerja

Jumlah remunerasi masing-masing Direksi PGAS Solution tahun 2021, sebagai berikut:

The Board of Directors of PGAS Solution is remunerated with a clear structure, which includes short-term, post-employment and other long-term benefits. Remuneration for the Board of Directors & Board of Commissioners was determined by PGN as the Majority Shareholder through Decree Number: 030700.K/KP.03.03/FIN/2019 dated May 14, 2019, regarding Determination of Income for the Board of Directors and Board of Commissioners in Subsidiary PT Pertamina Gas Negara Tbk. The remuneration for the Board of Directors of PGAS Solution, consists of:

a. Honorarium

b. Allowance:

- Religious holiday allowance
- Housing Allowance
- Communication allowance
- Post-Service Insurance

c. Facility:

- Medical facilities
- Official vehicle facility
- Legal Aid Facility

d. Tantiem/Performance Incentive

Total amount of Remuneration for PGAS Solution's Board of Directors in 2021 is specified below:

REMUNERASI DEWAN DIREKSI TAHUN 2021 (DALAM RUPIAH)

REMUNERATION FOR THE BOARD OF DIRECTORS IN 2021 (IN IDR)

No.	Tanggal Date	Direktur Utama President Director	Direktur (gabungan) Directors (cumulative)	Jumlah Total Amount
1	Honorarium (net)	1.255.559.000	3.146.653.646	4.402.212.626
2	Tunjangan (net) Allowances (net)			
	Tunjangan Hari Raya Holiday Allowance	100.913.000	257.328.150	358.241.150
	Tunjangan Perumahan Housing Allowance	330.000.000	990.000.000	1.320.000.000
	Santunan Purna Jabatan Post-Service Compensation	0	0	0
3	Fasilitas Lainnya Other facilities	0	0	0
4	Tantiem Bonus	555.021.500	1.415.304.825	1.970.326.325

Catatan:

Nilai yang tercantum pada kolom Direksi merupakan nilai gabungan 3 Direktur yang masing-masing memiliki besaran penghasilan yang sama satu dengan yang lainnya.

Notes:

The value listed in the Board of Directors column is the combined value of 3 Directors, each of whom has the same amount of income as the other.

5.8

SEKRETARIS PERUSAHAAN CORPORATE SECRETARY

Sekretaris Perusahaan berada dan bertanggung jawab langsung di bawah Direktorat Utama. Sekretaris Perusahaan PGAS Solution membawahi Departemen Hukum & GCG, Departemen Humas dan Departemen Pengendalian Kinerja.

Structurally, the Corporate Secretary is a position directly under the Main Directorate, and reports to the Main Directorate. The Corporate Secretary of PGAS Solution oversees the Legal & GCG Department, Public Relations Department and Performance Control Department.

PROFIL SEKRETARIS PERUSAHAAN CORPORATE SECRETARY PROFILE



RIS HARYONO

SEKRETARIS
CORPORATE SECRETARY

(9 September 2019 – sekarang)
(September 9, 2019 – present)

Lahir Medan, 22 Juni 1978 (43 tahun*)
Lahir Medan, June 22, 1978 (43 years old*)

Domisili Tangerang, Indonesia
Domisili

Pendidikan

- S1 – Teknik Mesin, Universitas Medan Area (2006)
- S2 – Manajemen SDM, Universitas Mercu Buana, Jakarta (2018)
- Bachelors – Mechanical Engineering, Medan Area University (2006)
- Masters – Human Resources Management, Mercu Buana University, Jakarta (2018)

*per 31 Desember 2021
*as of December 31, 2021

TUGAS DAN TANGGUNG JAWAB SEKRETARIS PERUSAHAAN DUTIES AND RESPONSIBILITIES OF THE CORPORATE SECRETARY

Fungsi Sekretaris Perusahaan antara lain mengoordinasikan kegiatan *legal affair* dan *contractual*, penanganan kasus dan konsultasi hukum, kepatuhan hukum dan *compliance* (GCG), kebijakan *corporate relations* dan *corporate communication*, pembinaan relasi dengan seluruh *stakeholder*, GCG Perseroan serta pengendalian kinerja korporat.

Structurally, the Corporate Secretary is a position directly under the Main Directorate, and reports to the Main Directorate. The Corporate Secretary of PGAS Solution oversees the Legal & GCG Department, Public Relations Department and Performance Control Department.

PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN TAHUN 2021 IMPLEMENTATION OF CORPORATE SECRETARY'S DUTIES IN 2021

Beberapa kegiatan yang dilakukan oleh Sekretaris Perusahaan tahun 2021, antara lain:

- Mengelola pelaksanaan rapat gabungan Dewan Komisaris dan Direksi dan rapat Direksi serta mengadministrasikan notulen hasil rapat Direksi;
- Mengelola keterbukaan informasi kepada masyarakat, termasuk ketersediaan informasi dalam situs Perseroan;
- Memastikan tersusun dan tersampainya Laporan Tahunan Tahun Buku 2021 kepada Pemegang Saham;
- Menyelenggarakan RUPS Tahunan Perseroan Tahun Buku 2021;
- Memastikan penggunaan dan pengaplikasian brand Perseroan sesuai dengan penggunaannya serta menjaga citra Perseroan baik di internal maupun eksternal;
- Memastikan dan melakukan sosialisasi pengenalan GCG kepada seluruh pekerja PGAS Solution, serta pelaksanaan Self Assessment GCG;

In 2021, the Corporate Secretary has finished these following tasks:

- Managing the implementation of joint meetings of the Board of Commissioners and the Board of Directors and Board of Directors meetings as well as administering the minutes of the Board of Directors meetings;
- Managing public information disclosure, including the availability of information on the Company's website;
- Monitoring the preparation and submission of the 2021 Fiscal Year Annual Report to the Shareholders;
- Holding the Company's Annual GMS for the 2021 Fiscal Year;
- Ensuring that the use and application of the Company's brand is in accordance with internal Corporate rules, and maintain the Company's image both internally and externally;
- Ensuring the smooth GCG dissemination process to all PGAS Solution employees, as well as the implementation of the GCG Self Assessment;

- Mengelola kegiatan event korporat (town hall meeting, HUT Perseroan, Generating Solution, serah terima jabatan Direksi atau Komisaris).
- Mengelola kegiatan sponsorship korporat.
- Mengelola kegiatan litigasi atau pendampingan terhadap personel Perseroan atas panggilan aparat hukum.
- Mengelola kegiatan pembuatan atau review dokumen kontrak/perjanjian.
- Mengelola adanya proyek dispute ataupun piutang macet yang penyelesaiannya melalui Langkah Hukum.
- Mengelola kegiatan pembuatan/perpanjangan izin usaha Perseroan.
- Mengelola penyusunan, cascading, monitoring dan evaluasi pencapaian KPI Korporat.
- Mengelola pelaporan manajemen yang disampaikan ke Pemegang Saham secara Periodik.
- Mengelola pembuatan pemaparan materi korporat (rapat gabungan Direksi dan Komisaris, RUPST, evaluasi kinerja bulanan/triwulanan).
- Managing corporate event activities (town hall meeting, Company Anniversary, Generating Solution, handover of positions of Directors or Commissioners).
- Managing corporate sponsorship activities.
- Managing litigation or assistance process to the Company's personnel at the summons of the legal apparatus.
- Managing the creation and review of contract/ agreement documents.
- Managing any dispute projects or bad debts which involved legal cases.
- Managing the creation/renewal process of the Company's business license.
- Managing the preparation, cascading, monitoring and evaluation of the achievement of Corporate KPIs.
- Managing management reports that are submitted periodically to the Shareholders.
- Managing the presentation of corporate material (joint meeting of the Board of Directors and Commissioners, AGMS, monthly/quarterly performance evaluation).

PROGRAM PELATIHAN SEKRETARIS PERUSAHAAN

CORPORATE SECRETARY'S TRAINING PROGRAM

Dalam upaya meningkatkan kompetensi dan untuk menunjang pelaksanaan tugas Sekretaris Perusahaan, selama tahun 2021, Sekretaris Perusahaan telah mengikuti program pelatihan, *workshop*, konferensi, bimbingan teknis, dan seminar, antara lain:

To increase the competence of the Corporate Secretary in completing their day-to-day tasks, in 2021 the Corporate Secretary has finished these following training sessions, workshops, conferences, technical fellowships, and seminars:

PELATIHAN SEKRETARIS PERUSAHAAN TAHUN 2021 CORPORATE SECRETARY'S TRAINING IN 2021

Tanggal Date	Acara Event	Lokasi Venue	Penyelenggara Organizer
30 – 31 Maret 2021 March 30 – 31, 2021	Upskilling Risk Management for Executive	Online Training (Zoom Meeting)	Manajemen Training dan Keahlian PT PGAS Solution PT PGAS Solution's Training and Expertise Management
9 – 10 Juni 2021 June 9 – 10, 2021	Workshop Proses Bisnis Perusahaan Batch 2 Enterprise Business Process Workshop Batch 2	Online Training (Zoom Meeting)	Manajemen Training dan Keahlian PT PGAS Solution PT PGAS Solution's Training and Expertise Management
13 September 2021 September 13, 2021	Bimbingan Teknis Program Antikorupsi Anti-Corruption Program Technical Guidance	Online Bimtek (Microsoft Teams)	PT Perusahaan Gas Negara Tbk



5.9

KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

DIVERSITY OF THE BOARD OF COMMISSIONERS AND DIRECTORS

Aspek keberagaman yang menjadi acuan dalam pengangkatan Dewan Komisaris dan Direksi PGAS Solution di antaranya adalah, usia, jenis kelamin, pendidikan, pengalaman, integritas, dedikasi, pemahaman mengenai manajemen Perseroan dan memiliki pengetahuan memadai terhadap bidang usaha Perseroan.

Diharapkan dengan diterapkannya kebijakan keberagaman ini, Dewan Komisaris dan Direksi mampu menghasilkan keputusan yang sesuai dan tepat terhadap setiap persoalan, sehingga membawa Perseroan selalu berada dalam prinsip-prinsip GCG.

The appointment of the Board of Commissioners and Directors of PGAS Solution considers various diversity aspects, such as age, gender, education, experience, integrity, dedication, understanding of the Company's management and adequate knowledge of the Company's business fields.

This diversity policy is expected to increase the Board of Commissioners and the Board of Directors' capability to produce appropriate decisions on every issue, which will guide the Company to always adhere to GCG principles.

KOMPOSISI DEWAN KOMISARIS PERIODE 1 JANUARI 2021 – 23 AGUSTUS 2021

THE COMPOSITION OF BOARD OF COMMISSIONERS AT JANUARY 1 - AUGUST 23, 2021

Dewan Komisaris Board of Commissioners	Tingkat Pendidikan Terakhir Latest Education				Usia Age	Pengalaman Kerja Work experience		Jenis Kelamin Sex	
	D3 Diploma	S1 Bachelor Degree	S2 Master Degree	D3 Diploma		<20	≥20	L M	P F
Arie Nobelta Kaban			✓		46		✓	L	
Alimudin Baso			✓		54		✓	L	
Upik Jamil		✓			54		✓		P
Andi Wibowo			✓		51		✓	L	

Keterangan / Notes:

L: Laki-laki / Male

P: Perempuan / Female

KOMPOSISI DEWAN KOMISARIS PERIODE 23 AGUSTUS 2021 - 06 OKTOBER 2021

THE COMPOSITION OF BOARD OF COMMISSIONERS AT AUGUST 23 – OCTOBER 6, 2021

Dewan Komisaris Board of Commissioners	Tingkat Pendidikan Terakhir Latest Education				Usia Age	Pengalaman Kerja Work experience		Jenis Kelamin Sex	
	D3 Diploma	S1 Bachelor Degree	S2 Master Degree	D3 Diploma		<20	≥20	L M	P F
Arie Nobelta Kaban			✓		46		✓	L	
Upik Jamil		✓			54		✓		P
Andi Wibowo			✓		51		✓	L	

KOMPOSISI DEWAN KOMISARIS PERIODE 06 OKTOBER 2021 – 31 DESEMBER 2021

THE COMPOSITION OF BOARD OF COMMISSIONER AT OCTOBER 6 – DECEMBER 31, 2021

Dewan Komisaris Board of Commissioners	Tingkat Pendidikan Terakhir Latest Education				Usia Age	Pengalaman Kerja Work experience		Jenis Kelamin Sex	
	D3 Diploma	S1 Bachelor Degree	S2 Master Degree	D3 Diploma		<20	≥20	L M	P F
Arie Nobelta Kaban			✓		46		✓	L	
Arya Anugrah Pratama			✓		35		✓	L	
Upik Jamil		✓			54		✓		P
Andi Wibowo			✓		51		✓	L	

Keterangan / Notes:

L: Laki-laki / Male

P: Perempuan / Female

KOMPOSISI DIREKSI PERIODE 1 JANUARI 2021 – 14 SEPTEMBER 2021

THE COMPOSITION OF BOARD OF DIRECTORS AT JANUARY 1 – SEPTEMBER 14, 2021

Dewan Direksi Board of Directors	Tingkat Pendidikan Terakhir Latest Education				Usia Age	Pengalaman Kerja Work experience		Jenis Kelamin Sex	
	D3 Diploma	S1 Bachelor Degree	S2 Master Degree	D3 Diploma		<20	≥20	L M	P F
Erwin Simanjuntak			✓		48		✓	L	
Rangga Radji		✓			48		✓	L	
Edi Armawiria		✓			48		✓	L	
Ariadi			✓		48		✓	L	

KOMPOSISI DIREKSI PERIODE 14 SEPTEMBER 2021 – 31 DESEMBER 2021

THE COMPOSITION OF BOARD OF DIRECTORS AT SEPTEMBER 14 – DECEMBER 31, 2021

Dewan Direksi Board of Directors	Tingkat Pendidikan Terakhir Latest Education				Usia Age	Pengalaman Kerja Work experience		Jenis Kelamin Sex	
	D3 Diploma	S1 Bachelor Degree	S2 Master Degree	D3 Diploma		<20	≥20	L M	P F
Erwin Simanjuntak			✓		48		✓	L	
Lebinner Sinaga			✓		47		✓	L	
Aldiansyah Idham		✓			43		✓	L	
Ariadi			✓		48		✓	L	

Keterangan / Notes:

L: Laki-laki / Male

P: Perempuan / Female

5.10

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI

FREQUENCY AND ATTENDANCE OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS JOINT MEETINGS

Penyatuan pendapat, ide, solusi dan langkah bisnis berikutnya yang sesuai GCG tertuang dan terwujud dalam rapat-rapat Dewan Komisaris dan Direksi yang dilakukan secara berkala. Kebijakan-kebijakan yang dihasilkannya bertujuan menjaga kelangsungan usaha Perseroan dan memberikan nilai tambah kepada para pemangku kepentingan.

Mengikuti peraturan OJK Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris, Rapat Gabungan Dewan Komisaris dan Direksi dilakukan paling sedikit satu kali dalam empat bulan. Selama tahun 2021, Rapat Gabungan Dewan Komisaris dan Direksi telah dilaksanakan sebanyak 10 (sepuluh) kali.

Dalam Rapat Gabungan tersebut, selain agenda rutin seperti tindak lanjut arahan Komisaris, pembahasan kinerja bulanan, pengelolaan piutang, dan pembahasan isu-isu yang dihadapi Perseroan, rapat gabungan juga membahas hal-hal penting lainnya terkait keberlanjutan Perseroan.

Berikut, tabel kehadiran rapat untuk masing-masing Dewan Komisaris dan Direksi.

The collection of opinions, ideas, solutions and next business steps in accordance with GCG is stated and manifested in the regularly-held meetings of the Board of Commissioners and the Board of Directors. The policies produced at the meeting are aimed at maintaining the continuity of the Company's business and providing added value to stakeholders.

Following OJK regulation No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners, the Joint Meeting of the Board of Commissioners and the Board of Directors should be held at least once in four months. During 2021, the Board of Commissioners and the Board of Directors have been holding 10 (ten) joint meetings.

The Joint Meetings have several agendas: In addition to routine agendas such as follow-up to the direction of the Commissioners, monthly performance discussions, management of receivables, discussion of issues faced by the Company, and other important matters related to the Company's sustainability are discussed there.

The meeting attendance for each members of the Board of Commissioners and the Board of Directors are shown in the following table:

FREKUENSI DAN KEHADIRAN DEWAN KOMISARIS DALAM RAPAT GABUNGAN
FREQUENCY AND ATTENDANCE OF THE BOARD OF COMMISSIONERS IN JOINT MEETINGS

Periode Period	Nama Name	Jumlah Kehadiran/Total Rapat Total Attendance/Total meetings	%
1 Januari 2021 – 23 Agustus 2021	Arie Nobelta Kaban	6/6	100
Januari 1, 2021 – Agustus 23, 2021	Alimuddin Baso	6/6	100
	Upik Jamil	6/6	100
	Andi Wibowo	6/6	100

Periode Period	Nama Name	Jumlah Kehadiran/Total Rapat Total Attendance/Total meetings	%
23 Agustus 2021 – 6 Oktober 2021	Arie Nobelta Kaban	1/1	100
Agustus 23, 2021 – Oktober 6, 2021	Upik Jamil	1/1	100
	Andi Wibowo	1/1	100
6 Oktober 2021 – 31 Desember 2021	Arie Nobelta Kaban	3/3	100
Oktober 6, 2021 – Desember 31, 2021	Arya Anugrah Pratama	3/3	100
	Upik Jamil	3/3	100
	Andi Wibowo	3/3	100

FREKUENSI DAN KEHADIRAN DIREKSI DALAM RAPAT GABUNGAN FREQUENCY AND ATTENDANCE OF THE BOARD OF DIRECTORS IN JOINT MEETINGS

Periode Period	Nama Name	Jumlah Kehadiran/Total Rapat Total Attendance/Total meetings	%
1 Januari 2021 – 14 September 2021	Erwin Simanjuntak	6/6	100
Januari 1, 2021 – September 14, 2021	Rangga Radji	6/6	100
	Edi Armawiria	6/6	100
	Ariadi	6/6	100
14 September 2021 – 31 Desember 2021	Erwin Simanjuntak	3/4	75
September 14, 2021 – Desember 31, 2021	Lebinner Sinaga	4/4	100
	Aldiansyah Idham	3/4	75
	Ariadi	4/4	100

AGENDA RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS JOINT MEETINGS AGENDAS

No.	Nama Name	Agenda Pertemuan Meeting Agenda	Dewan Komisaris dan Direksi yang Hadir Board of Commissioners and Board of Directors Presence
1.	11 Februari 2021 February 11, 2021	<ol style="list-style-type: none"> Evaluasi Kinerja 2020 Strategi Pelaksanaan RKAP 2021 Progres Pipa Minyak Rokan 	Dewan Komisaris / BOC: Arie Nobelta Kaban Alimuddin Baso Upik Jamil Andi Wibowo Direksi / BOD: Erwin Simanjuntak Edi Armawiria Rangga Radji Ariadi
2.	21 April 2021 April 21, 2021	<ol style="list-style-type: none"> Pemaparan Materi RUPST PT PGAS Solution Tahun Buku 2020 Laporan Progres Pipa Minyak Rokan 	Dewan Komisaris / BOC: Arie Nobelta Kaban Alimuddin Baso Upik Jamil Andi Wibowo Direksi / BOD: Erwin Simanjuntak Edi Armawiria Rangga Radji Ariadi
3.	2 Juni 2021 June 2, 2021	<ol style="list-style-type: none"> Tindak Lanjut Arahan Dewan Komisaris Sebelumnya Kinerja PGAS Solution April 2021 	Dewan Komisaris / BOC: Arie Nobelta Kaban Alimuddin Baso Upik Jamil Andi Wibowo Direksi / BOD: Erwin Simanjuntak Edi Armawiria Rangga Radji Ariadi

No.	Nama Name	Agenda Pertemuan Meeting Agenda	Dewan Komisaris dan Direksi yang Hadir Board of Commissioners and Board of Directors Presence
4.	11 Juni 2021 June 11, 2021	<ol style="list-style-type: none"> Usulan RKAP PT PGAS Solution Tahun Anggaran 2022 Laporan Progres Proyek Rokan <ol style="list-style-type: none"> Proposed RKAP of PT PGAS Solution for Fiscal Year 2022 Rokan Project Progress Report 	<p>Dewan Komisaris / BOC: Arie Nobelta Kaban Alimuddin Baso Upik Jamil Andi Wibowo</p> <p>Direksi / BOD: Erwin Simanjuntak Edi Armawiria Rangga Radji Ariadi</p>
5.	23 Juli 2021 July 23, 2021	<ol style="list-style-type: none"> Rencana KSO EPCIC Package B Repsol Rencana KSO Konversi BBM – LNG PGN Tanjung Selor <ol style="list-style-type: none"> Repsol EPCIC Package B KSO Plan KSO Plan for BBM – LNG Conversion Project at PGN Tanjung Selor 	<p>Dewan Komisaris / BOC: Arie Nobelta Kaban Alimuddin Baso Upik Jamil Andi Wibowo</p> <p>Direksi / BOD: Erwin Simanjuntak Edi Armawiria Rangga Radji Ariadi</p>
6.	20 Agustus 2021 August 20, 2021	<ol style="list-style-type: none"> Tindak Lanjut Arahan Dewan Komisaris PGN pada Kunjungan Virtual Sebelumnya RKAP 2021 Revisi PT PGAS Solution <ol style="list-style-type: none"> Follow-up to PGN's Board of Commissioners' Directions on Previous Virtual Visits Revision of PT PGAS Solution's 2021 RKAP 	<p>Dewan Komisaris / BOC: Arie Nobelta Kaban Alimuddin Baso Upik Jamil Andi Wibowo</p> <p>Direksi / BOD: Erwin Simanjuntak Edi Armawiria Rangga Radji Ariadi</p>
7.	30 September 2021 September 30, 2021	<ol style="list-style-type: none"> Strategi Pencapaian RKAP Laporan Piutang Outstanding (disampaikan secara tertulis) Progres Audit Procurement dan Pemilihan Mitra di Project Rokan (disampaikan secara tertulis) <ol style="list-style-type: none"> Strategy for Achieving RKAP Outstanding Receivables Report (submitted in writing) Procurement Audit Progress and Partner Selection in Project Rokan (submitted in writing) 	<p>Dewan Komisaris / BOC: Arie Nobelta Kaban Upik Jamil Andi Wibowo</p> <p>Direksi / BOD: Erwin Simanjuntak Aldiansyah Idham Lebineer Sinaga Ariadi</p>

No.	Nama Name	Agenda Pertemuan Meeting Agenda	Dewan Komisaris dan Direksi yang Hadir Board of Commissioners and Board of Directors Presence
8.	4 November 2021 November 4, 2021	<ol style="list-style-type: none"> Rolling Plan RJPP 2021-2026 Pencapaian Kinerja Bulan September 2021 Isu-isu Lainnya <ol style="list-style-type: none"> Rolling Plan RJPP 2021-2026 September 2021 Performance Achievements Other Issues 	<p>Dewan Komisaris / BOC: Arie Nobelta Kaban Upik Jamil Andi Wibowo Arya Anugrah Pratama Kuntadi</p> <p>Direksi / BOD: Erwin Simanjuntak Aldiansyah Idham Lebineer Sinaga Ariadi</p>
9.	25 November 2021 November 25, 2021	<ol style="list-style-type: none"> KPI dan Kinerja PT Solusi Energy Nusantara (SENA) bulan Oktober 2021 RJPP SENA tahun 2022 – 2027 <ol style="list-style-type: none"> KPI and Performance of PT Solusi Energy Nusantara (SENA) in October 2021 RJPP SENA 2022 – 2027 	<p>Dewan Komisaris / BOC: Arie Nobelta Kaban Upik Jamil Andi Wibowo Arya Anugrah Pratama Kuntadi</p> <p>Direksi / BOD: Lebineer Sinaga Ariadi</p>
10.	16 Desember 2021 December 16, 2021	<ol style="list-style-type: none"> Pembahasan Risalah BOD-BOC Laporan Kinerja November 2021 Pemaparan Rencana Konsorsium pada Pra Kualifikasi Proyek EPCI Akatara Gas Plant Facility and Sales Gas Pipeline Project <ol style="list-style-type: none"> Discussion of the Minutes of BOD-BOC November 2021 Performance Report Presentation of the Consortium Plan on Pre-Qualification of the EPCI Akatara Gas Plant Facility and Sales Gas Pipeline Project Project 	<p>Dewan Komisaris / BOC: Arie Nobelta Kaban Upik Jamil Andi Wibowo Arya Anugrah Pratama Kuntadi</p> <p>Direksi / BOD: Erwin Simanjuntak Aldiansyah Idham Lebineer Sinaga Ariadi</p>

5.11

AUDIT EKSTERNAL

EXTERNAL AUDIT

Pelaksanaan audit eksternal dilakukan sebagai bentuk komitmen PGAS Solution akan prinsip keterbukaan dan akuntabilitas yang sejalan dengan GCG dan sesuai regulasi OJK (Otoritas Jasa Keuangan).

AKUNTAN PUBLIK

Dengan menggunakan jasa Akuntan Publik yang berizin dari Menteri Keuangan Republik Indonesia dan terdaftar di OJK, PGAS Solution menunjuk Kantor Akuntan Publik Daniel Kohar, S.E., Ak., CPA afiliasi dengan Pricewaterhousecoopers sebagai auditor eksternal PGAS Solution di tahun buku 2021.

As a form of PGAS Solution's commitment to the principles of transparency and accountability in line with GCG and in accordance with OJK (Financial Services Authority) regulations, the Company routinely invoke external audits.

PUBLIC ACCOUNTANT

Through the services of a Public Accountant licensed by the Minister of Finance of the Republic of Indonesia and registered with the OJK, the Company appointed Public Accounting Firm Daniel Kohar, S.E., Ak., CPA, which is affiliated with Pricewaterhousecoopers, as PGAS Solution's external auditor for the 2021 fiscal year.

Keterangan Description	2017	2018	2019	2020	2021
Akuntan Accountant	Yusron, S.E., Ak., CPA	Daniel Kohar, S.E., Ak., CPA	Yusron, S.E., Ak., CPA	Yusron, S.E., Ak., CPA	Daniel Kohar, S.E., Ak., CPA
Kantor Akuntan Publik Public Accountant Office	KAP Tanudiredja, Wibisana, Rintis & Rekan, afiliasi dengan Pricewaterhouse Coopers Nomor izin usaha KAP: 241/KM.1/2015	KAP Tanudiredja, Wibisana, Rintis & Rekan, afiliasi dengan Pricewaterhouse Coopers Nomor izin usaha KAP: 241/KM.1/2015	KAP Tanudiredja, Wibisana, Rintis & Rekan, afiliasi dengan Pricewaterhouse Coopers Nomor izin usaha KAP: 241/KM.1/2015	KAP Tanudiredja, Wibisana, Rintis & Rekan, afiliasi dengan Pricewaterhouse Coopers Nomor izin usaha KAP: 241/KM.1/2015	KAP Tanudiredja, Wibisana, Rintis & Rekan, afiliasi dengan Pricewaterhouse Coopers Nomor izin usaha KAP: 241/KM.1/2015
	KAP Tanudiredja, Wibisana, Rintis & Partners affiliated with Pricewaterhouse Coopers Business License Number KAP: 241/KM.1/2015	KAP Tanudiredja, Wibisana, Rintis & Partners affiliated with Pricewaterhouse Coopers Business License Number KAP: 241/KM.1/2015	KAP Tanudiredja, Wibisana, Rintis & Partners affiliated with Pricewaterhouse Coopers Business License Number KAP: 241/KM.1/2015	KAP Tanudiredja, Wibisana, Rintis & Partners affiliated with Pricewaterhouse Coopers Business License Number KAP: 241/KM.1/2015	KAP Tanudiredja, Wibisana, Rintis & Partners affiliated with Pricewaterhouse Coopers Business License Number KAP: 241/KM.1/2015

Keterangan Description	2017	2018	2019	2020	2021
Ruang Lingkup Audit Audit Scope	<ul style="list-style-type: none"> Audit Umum atas Laporan Keuangan Tahun Buku 2017 Review Tengah Tahunan Tahun 2017 General Audit on Financial Statement of Fiscal Year 2017 2017 Half Year review 	<ul style="list-style-type: none"> Audit Umum atas Laporan Keuangan Tahun Buku 2018 Review Tengah Tahunan Tahun 2018 General Audit on Financial Statement of Fiscal Year 2018 2018 Half Year review 	<ul style="list-style-type: none"> Audit Umum atas Laporan Keuangan Tahun Buku 2019 Review Tengah Tahunan Tahun 2019 General Audit on Financial Statement of Fiscal Year 2019 2019 Half Year review 	<ul style="list-style-type: none"> Audit Umum atas Laporan Keuangan Tahun Buku 2020 Review Tengah Tahunan Tahun 2020 General Audit on Financial Statement of Fiscal Year 2020 2020 Half Year review 	<ul style="list-style-type: none"> Audit Umum atas Laporan Keuangan Tahun Buku 2021 Review Tengah Tahunan Tahun 2021 General Audit on Financial Statement of Fiscal Year 2021 2021 Half Year review
Biaya Audit Audit Expenses	Rp253.000.000	Rp253.348.480	Rp253.348.480	Rp253.348.480	Rp345.775.647

TINDAK LANJUT TEMUAN AUDIT EKSTERNAL

Berdasarkan surat BPK RI No. 156/S/XX/8/2021 tanggal 02 Agustus 2021 perihal Tindak Lanjut Rekomendasi Hasil Pemeriksaan BPK pada PT PGN Tbk sampai dengan semester 1 tahun 2021, PGAS Solution dinyatakan telah menindaklanjuti seluruh rekomendasi temuan audit BPK RI pada tahun 2019 dengan status "selesai".

FOLLOW-UP ON EXTERNAL AUDIT FINDINGS

Based on BPK RI's Letter No. 156/S/XX/8/2021 dated August 2, 2021 regarding the Follow-up to Recommendations on BPK Audit Results at PT PGN Tbk until semester 1 of 2021, the Company is declared to have followed up on all recommendations for BPK RI audit findings in 2019 with the status "completed".

5.12

SISTEM MANAJEMEN RISIKO

SYSTEM OF RISK MANAGEMENT

Penerapan Manajemen Risiko dalam tubuh PGAS Solution ditujukan untuk dapat meminimalisir atau mencegah timbulnya hal-hal negatif bagi Perusahaan. Dalam penerapannya, PGAS Solution mengacu pada Sistem Manajemen Risiko versi terbaru, ISO 31000:2018, yang menggunakan prinsip terintegrasi, terstruktur dan komprehensif, disesuaikan (*customized*), inklusif/melibatkan seluruh pihak, bersifat dinamis, berdasarkan informasi terbaik, mempertimbangkan faktor manusia dan budaya, serta perbaikan secara berkelanjutan.

Pengelolaan Sistem Manajemen Risiko dilaksanakan oleh Divisi Pengembangan Bisnis dan Manajemen Risiko yang dikuatkan dengan peraturan perusahaan mengenai Pedoman Manajemen Risiko Nomor: P-001/00.07 Revisi 02 Tgl.01 Oktober 2021, dan beberapa Prosedur Operasi yang dimiliki Manajemen Risiko.

Proses manajemen risiko PGAS Solution semakin terarah dan terukur di masing-masing satuan kerja dengan adanya *Risk Champion Team*, yang memastikan agar proses identifikasi risiko, analisis risiko dan evaluasi risiko dilakukan dengan benar. Juga, laporan *Risk Register* setiap tiga bulan yang menjadi alat kontrol Direksi, pun sebagai rujukan bagi *shareholder*, *stakeholder*, dan pihak-pihak berkepentingan lainnya sebagai dasar pengambilan keputusan yang terukur.

Secara garis besar, aktivitas prosedur-prosedur manajemen risiko yang ada di PGAS Solution meliputi:

PGAS Solution implements Risk Management protocols to minimize or prevent negative things from happening to the Company. The Company adheres to the latest version of the Risk Management System, ISO 31000:2018, which uses the principles of being integrated, structured and comprehensive, customized, inclusive/involving all parties, dynamic, based on the best information, considering human and cultural factor, and continuous improvement.

The Risk Management System is managed by the Business Development and Risk Management Division, and its legal standing is strengthened by company regulations regarding Risk Management Guidelines Number: P-001/00.07 Revision 02 on 01 October 2021, and several Operational Procedures owned by Risk Management.

PGAS Solution's risk management process is increasingly focused and measurable in each work unit. The unique aspect of the Company's Risk Management System is the existence of Risk Champion Team, which ensures that the risk identification, risk analysis and risk evaluation processes are carried out correctly. Moreover, the Risk Register reports, which are published every three months, is used as a tool of control for the Board of Directors, as well as a reference for shareholders, stakeholders, and other interested parties as a basis for measurable decision making.

In general, the activities of risk management procedures in PGAS Solution include:

LANGKAH UTAMA

FUNDAMENTAL STEPS

a. Prosedur Penetapan *Risk Capacity*, *Risk Appetite* dan *Risk Tolerance*

Dalam langkah ini, Satuan Kerja Manajemen Risiko (SKMR) dengan pihak-pihak terkait mengajukan batasan-batasan risiko yang dapat diterima oleh Perusahaan dalam melakukan hal-hal untuk mencapai tujuannya. Tahapan – tahapannya sebagai berikut;

1. Satuan Kerja Manajemen Risiko (SKMR) menerima Batas Toleransi Risiko dari PGN
2. Satuan Kerja Manajemen Risiko (SKMR) melakukan penyusunan usulan *Risk Capacity*, *Risk Appetite* & *Risk Tolerance* dengan menggunakan data-data yang memadai
3. Direktur Utama menyetujui *Risk Capacity*, *Risk Appetite* & *Risk Tolerance* PT PGAS Solution
4. Satuan Kerja Manajemen Risiko (SKMR) menyampaikan *Risk Capacity*, *Risk Appetite* & *Risk Tolerance* kepada Pemilik Risiko

Pelaksanaan penetapan *Risk Capacity*, *Risk Appetite* & *Risk Tolerance* dapat dilakukan jika terjadi salah satu kondisi berikut;

- Sebelum dilakukannya penyusunan Risk Register atas RKAP yang dilakukan secara periodik
- Terjadinya perubahan kegiatan usaha Perusahaan
- Terjadinya perubahan strategi usaha Perusahaan
- Terjadinya perubahan lingkungan industri Perusahaan yang signifikan
- Permintaan penetapan/perubahan *Risk Capacity*, *Risk Appetite* & *Risk Tolerance* dari Direktur Utama untuk cakupan korporat

a. Procedure for Determining *Risk Capacity*, *Risk Appetite* and *Risk Tolerance*

In this step, the Risk Management Work Unit (SKMR) with related parties proposes risk limits that can be accepted by the Company when operating to achieve its business goals. The determination stages are described below:

1. The Risk Management Unit (SKMR) accepts the Risk Tolerance Limit from PGN
2. The Risk Management Unit (SKMR) prepares proposals for *Risk Capacity*, *Risk Appetite* & *Risk Tolerance* by referring to adequate data
3. President Director approves the *Risk Capacity*, *Risk Appetite* & *Risk Tolerance* of the Company
4. The Risk Management Unit (SKMR) conveys the *Risk Capacity*, *Risk Appetite* & *Risk Tolerance* to the Risk Owner

Risk Capacity, *Risk Appetite* & *Risk Tolerance* can be determined if one of the following conditions occurs:

- Before the periodical preparation of the Risk Register on the RKAP
- Whenever the Company's business activities change
- Whenever the Company's business strategies change
- Whenever significant change in the Company's industrial environment occurs
- Whenever there is a request for determination/change of *Risk Capacity*, *Risk Appetite* & *Risk Tolerance* from the President Director for corporate coverage

b. Prosedur Penyusunan Profil Risiko

Dalam langkah ini, masing-masing *Process Owner/RCT* dari setiap Satuan Kerja terkait melakukan Assesment Risiko atas RKAP dan menyusunnya kedalam Risk Register beserta rencana mitigasinya sesuai proses manajemen risiko berdasarkan ISO 31000:2018. Adapun tahapan – tahapannya sebagai berikut;

1. SKMR menyiapkan formulir *Risk Register* atas RKAP kriteria Risiko.
2. SKMR menyampaikan formulir *Risk Register* dan Surat Nota Dinas pelaksanaan asesmen Risiko RKAP serta pemilihan *Top Risk* kepada Pemilik Risiko.
3. Pemilik Risiko berkoordinasi dengan RCT terkait penyusunan *Risk Register* atas RKAP.
4. RCT Bersama pemilik risiko melakukan Asesmen Risiko atas RKAP dan menyusunnya kedalam *Risk Register* beserta rencana mitigasinya sesuai Proses Manajemen Risiko berdasarkan ISO 31000:2018
5. Pemilik Risiko memilih usulan *Top Risk*.
6. Pemilik Risiko menyampaikan *Risk Register* atas RKAP dan usulan *Top Risk* kepada SKMR.
7. SKMR melakukan kompilasi *Risk Register* atas RKAP dan menyiapkan kandidat *Top Risk* PT PGAS Solution.
8. SKMR melakukan konfirmasi dan focus group discussion Bersama pemilik risiko, RCT terhadap *Risk Register* dan/atau kandidat *Top Risk* PT PGAS Solution yang telah disampaikan sebelumnya oleh Pemilik Risiko (satuan kerja/divisi).
9. SKMR melakukan penyusunan Profil Risiko PT PGAS Solution.
10. SKMR menyampaikan Profil Risiko dan kandidat *Top Risk* PT PGAS Solution kepada Direktur Utama.
11. Direktur Utama mengesahkan Profil Risiko dan *Top Risk* PT PGAS Solution.
12. SKMR menerima dan mendistribusikan Profil Risiko dan *Top Risk* kepada Sub Holding PGN

b. Risk Profile Preparation Procedure

In this step, each *Process Owner/RCT* from each related *Work Unit* conducts a Risk Assessment of the RKAP and compiles it into the Risk Register. They should also submit plans for mitigation according to ISO 31000:2018-based risk management process. The risk profile preparation stages are listed below:

1. SKMR prepares the Risk Register form for the RKAP of the Risk criteria.
2. SKMR submits the Risk Register form and Office Memorandum for the implementation of the RKAP Risk assessment and their selection of *Top Risks* to the Risk Owners.
3. Risk Owners coordinate with the RCT to prepare the Risk Register on the RKAP.
4. Together with RCT, Risk Owners carry out a Risk Assessment of the RKAP and compile it into the Risk Register along with the mitigation plan according to the ISO 31000:2018-based Risk Management Process.
5. Risk Owners selects the *Top Risk* proposal.
6. Risk Owners submit the Risk Register on RKAP and *Top Risk* proposal to SKMR.
7. SKMR compiles the Risk Register on the RKAP and prepares Company-wide *Top Risk* candidates.
8. SKMR conducts confirmation and focus group discussion with risk owners and RCT about Risk Register and/or Company-wide *Top Risks* candidate that has been previously submitted by the Risk Owners (work unit/division).
9. SKMR prepares the Risk Profile of the Company.
10. SKMR submits the Risk Profile and Company-wide *Top Risk* candidates to the President Director.
11. The President Director ratifies the Risk Profile and *Top Risks* of the Company.
12. SKMR receives and distributes Risk Profile and *Top Risks* to PGN Sub Holdings

c. Prosedur Monitoring Risiko

Process Owner (Risk Owner) dibantu RCT/SKMR melakukan pemantauan (*monitoring*) terhadap risiko-risiko yang teridentifikasi. Melalui pemantauan ini, perusahaan dapat mengambil langkah-langkah yang sesuai rencana jika terjadi perubahan risiko. Pemantauan dilakukan sekurang-kurangnya setiap tiga bulan. Namun untuk risiko-risiko kritis, pemantauan dapat dilakukan setiap bulan. Adapun Langkah-langkahnya antara lain;

1. SKMR mengirimkan nota dinas dan surat perihal Monitoring Risiko kepada Pemilik Risiko.
2. Pemilik Risiko berkoordinasi dengan RCT terkait kegiatan Monitoring Risiko.
3. RCT melakukan Monitoring Risiko dan menyampaikan laporan Monitoring Risiko dan dokumen yang relevan kepada Pemilik Risiko.
4. Pemilik Risiko menyampaikan laporan Monitoring Risiko dan dokumen yang relevan kepada SKMR.
5. Bila diperlukan, SKMR dapat melakukan konfirmasi dan focus group discussion terhadap laporan Monitoring Risiko yang telah disampaikan.
6. SKMR melakukan kompilasi dan menyusun laporan Monitoring Risiko.
7. SKMR menyerahkan laporan Monitoring Risiko kepada Direktur Utama untuk ditandatangani, kemudian menyerahkan laporan monitoring risiko yang telah ditandatangani kepada Sub Holding PGN

Risk Online System (RISOLES) adalah sebuah sistem aplikasi manajemen risiko dibuat dan dioperasikan pada tahun 2020 yang dimiliki oleh PGAS Solution untuk mengelola risiko secara online, di masa new normal ini RISOLES hadir untuk membantu pemilik risiko dalam mengelola risiko pada satuan kerjanya masing-masing sebagai bagian dari tanggung jawab dalam pengelolaan risiko, RISOLES tidak hanya mengelola risiko operasional PGAS Solution saja, tetapi juga mengelola risiko keproyekan EPC maupun keproyekan O&M yang ada di PGAS Solution.

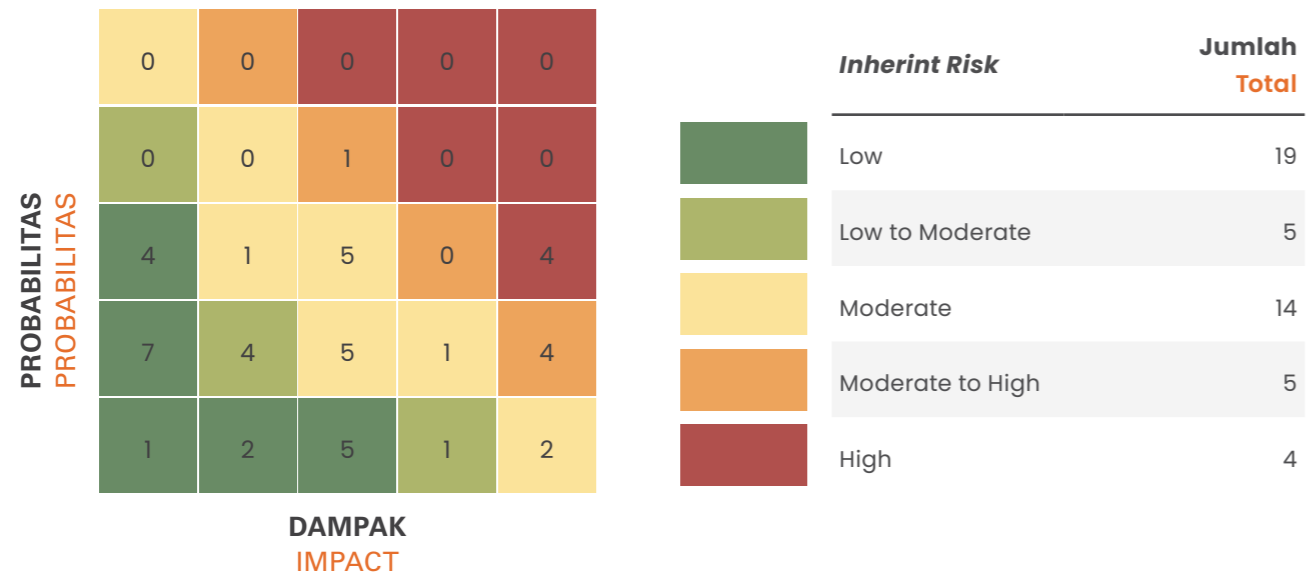
3. Risk Monitoring Procedure

Process Owners (Risk Owners) are assisted by RCT/SKMR to monitor the identified risks. Through this monitoring process, the Company can follow steps according to the plan if the risk happens to change. Monitoring is carried out at least every three months; however, for critical risks, monitoring can be done every month. The risk monitoring steps are described as follows:

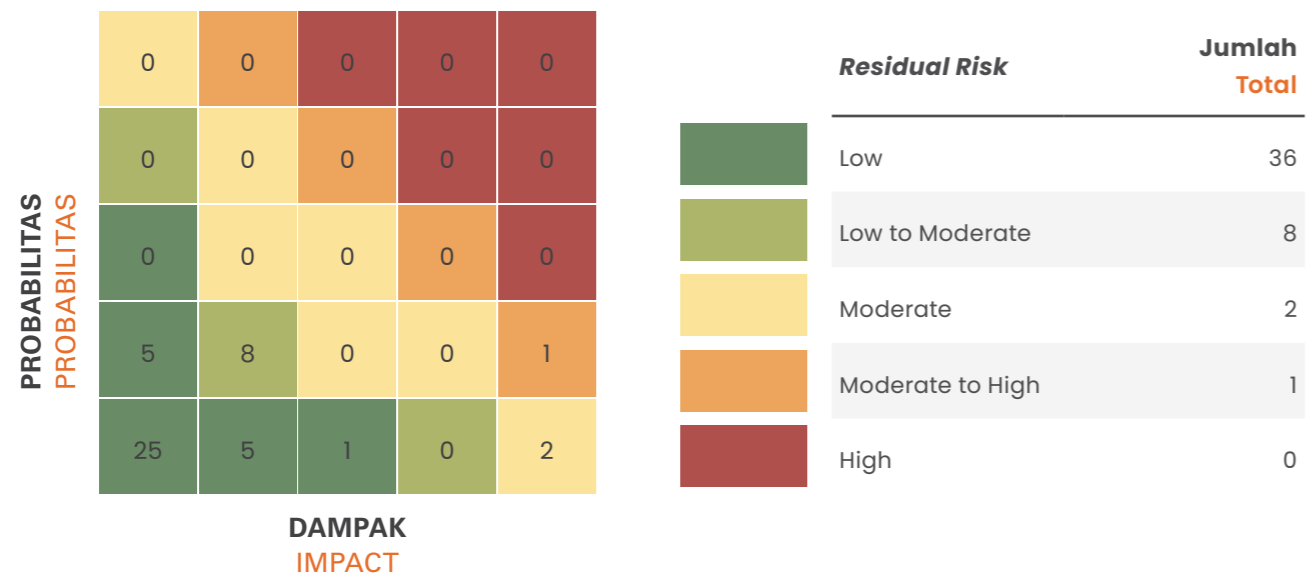
1. SKMR sends official notes and letters about Risk Monitoring to Risk Owners.
2. Risk Owners coordinate with RCT to conduct Risk Monitoring activities.
3. RCT conducts Risk Monitoring activities and submits its report and relevant documents to the Risk Owners.
4. The Risk Owner submits the Risk Monitoring report along with relevant documents to SKMR.
5. If necessary, SKMR can confirm and start focus group discussions about the submitted Risk Monitoring reports.
6. SKMR compiles the Risk Monitoring report.
7. SKMR submits the Risk Monitoring report to the President Director to get their signature of approval, then submits the signed risk monitoring report to PGN Sub Holding.

In addition to the risk management protocol, the Company also has a Risk Online System (RISOLES), which is an online risk management application system created and operated in 2020 owned by PGAS Solution. In this new normal era, RISOLES is used to assist risk owners in managing risks at their respective work units, as part of their responsibilities in risk management. The usage of RISOLES is not restricted to PGAS Solution's operational risks; it is also used to manage the risks of EPC projects and O&M projects in PGAS Solution.

PETA RISIKO INHERENT TW-IV TAHUN 2021
INHERENT RISK MAP QTR-IV IN 2021



PETA RESIDUAL TW-IV TAHUN 2021
RESIDUAL MAP QTR-IV IN 2021



RISIKO UTAMA TAHUN 2021
TOP RISKS IN 2021

No.	Kejadian Risiko Risk Event	Kategori Dampak Impact Category	RPN / Inherent Risk	RPN / Residual Risk	Dampak Kuantitatif Inherent (000 USD) Quantitative Inherent Impact (000 USD)
1	Piutang tidak tertagih dari pemberi kerja hingga keterlibatan hukum Bad debts from employer which needs legal engagement	Kuantitatif Quantitative	15	10	2.878,18
2	Potensi risiko tidak tercapainya revenue eksternal paket pekerjaan Perancangan, Pengadaan & Konstruksi Pipa Minyak WK Rokan Potential risk of not achieving external revenue target for the Design, Procurement & Construction of the Rokan WK Oil Pipeline work package	Kuantitatif Quantitative	10	5	803,54
3	Terjadinya Pelanggaran HAKI (Hak Kekayaan Intelektual) sesuai UU nomor 19 Tahun 2002 tentang Hak Cipta IPR (Intellectual Property Rights) violation incidents in accordance with Law Number 19 of 2002 concerning Copyrights	Kuantitatif Quantitative	15	5	356,43

No.	Kejadian Risiko Risk Event	Kategori Dampak Impact Category	RPN / Inherent Risk	RPN / Residual Risk	Dampak Kuantitatif Inherent (000 USD) Quantitative Inherent Impact (000 USD)
1	Pekerja terjangkit COVID-19 Workers infected with Covid-19	Kualitatif Qualitative	15	4	Kematian pada Pekerja atau Masyarakat The death of workers or community members
2	Terjadi kecelakaan kerja pada pekerja dan mitra (Sub Kontraktor) saat Pelaksanaan Proyek Work accidents occurred to workers and partners (Sub Contractors) during Project Implementation	Kualitatif Qualitative	10	3	Kematian pada Pekerja atau Masyarakat The death of workers or community members

5.13

SISTEM PENGENDALIAN INTERNAL

INTERNAL SYSTEM CONTROL

Sistem Pengendalian Internal dirancang untuk menunjang organ Komite Audit, Internal Audit, dan Audit Eksternal dalam pelaksanaan fungsi pengawasan aktivitas dan pengelolaan Perseroan. Sekaligus sebagai bentuk komitmen PGAS Solution menjalankan prinsip-prinsip GCG. Sistem ini berdasarkan pasal 26 Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-09/MBU/2012 tanggal 24 Agustus 2012 perihal Penerapan Praktik *Good Corporate Governance* pada BUMN.

Dengan dibentuknya Sistem Pengendalian Internal yang diterapkan pada aspek-aspek penting Perseroan, diharapkan akan mampu menekan potensi risiko usaha maupun praktik penyimpangan etika bisnis yang berdampak negatif pada kinerja Perseroan. Proses ini melibatkan seluruh personel yang ada dalam organisasi mulai dari Dewan Komisaris, Direksi, manajemen, sampai dengan karyawan tingkat bawah.

Divisi Satuan Pengawasan Internal menjalankan fungsi dan tanggung jawab sebagai pengelolaan kebijakan dan strategi pengendalian kinerja Perseroan. Divisi ini membuat laporan berkala setiap bulan mengenai pencapaian kinerja Perseroan dan menyampaikan rekomendasi jika terdapat potensi masalah atau kendala yang mungkin akan dialami Perseroan, sehingga dapat disusun solusinya. Satuan Pengawasan Internal menyampaikan laporan dan rekomendasi kepada Direksi/manajemen dan *Head of Performance and Portfolio Management* PGN.

As a form of the Company's commitment to implement GCG principles, the Internal Control System is designed to support the Audit Committee, Internal Audit, and External Audit's company-wide activity and management supervision functions. This system is based on Article 26 of the Regulation of the Minister of State for State-Owned Enterprises Number PER-09/MBU/2012 dated August 24, 2012 regarding the Implementation of Good Corporate Governance Practices in BUMN.

The establishment of an Internal Control System, which is applied to important aspects of the Company, is expected to help reduce potential business risks and business ethics deviation practices which will negatively impact the Company's performance. The internal control process involves all personnel in the organization from the Board of Commissioners, Directors, management, to lower-level employees.

The Internal Audit Division carries out functions and responsibilities as a management policy and strategy for controlling the Company's performance. This division makes monthly performance achievement reports every month and provides recommendations about potential problems or obstacles that the Company may experience, so that solutions can be drawn up. The Internal Audit Unit submits reports and recommendations to the Board of Directors/Management and PGN's Head of Performance and Portfolio Management.

PROFIL SATUAN PENGAWASAN INTERNAL

INTERNAL AUDIT DIVISION PROFILE

Sesuai dengan Keputusan Direksi PGAS Solution 033900.K/OT.00/Dirut/2019 tanggal 5 September 2019 tentang Struktur Organisasi PT PGAS Solution, Divisi Satuan Pengawasan Internal saat ini dipimpin oleh Ferry Imron Andreas Simanjuntak yang menjabat sebagai Kepala Divisi Satuan Pengawasan Internal.

In accordance with the Decree of the Board of Directors of PGAS Solution 033900.K/OT.00/Dirut/2019 dated September 5, 2019 concerning the Organizational Structure of PT PGAS Solution, the Internal Audit Division is currently led by Ferry Imron Andreas Simanjuntak who is the Head of the Internal Audit Division.



FERRY IMRON ANDREAS SIMANJUNTAK

KEPALA DIVISI SATUAN PENGAWASAN INTERNAL
HEAD OF INTERNAL CONTROL SYSTEM DIVISION

Lahir
Born Jakarta, 11 Februari 1973
Jakarta, February 11, 1973

Domisili
Domicile Jakarta, Indonesia

Pendidikan
Education

- S1 Fakultas Teknik Sipil dan Perencanaan - Teknik Arsitektur, Universitas Kristen Indonesia
- S-1 Faculty of Civil Engineering and Planning - Architectural Engineering, Christian University of Indonesia

Karier Career

- Pekerja PKWT PTGI (2000-2002)
- Officer III Konstruksi PTGI PGN (2002-2004)
- Specialist II Konstruksi PTGI PGN (2004-2007)
- Senior Supervisor Konstruksi - Proyek Jaringan Distribusi Gas Bumi Jawa Barat, PDJB-WJDN (2007-2010)
- Asisten Manajer Perencanaan, Pemeliharaan Gedung dan Fasilitas LUPP PGN (2010-2012)
- Manajer QA QC & HSSE Proyek 1 PTGI PGN (2012-2014)
- Manajer Konstruksi Proyek JBB-SBS 1 PMO PGN (2014-2015)
- Senior Specialist QA QC & HSSE Divisi Kompetensi Inti PMO PGN (2015-2016)
- Senior Specialist QA QC & HSSE PMD PGAS Solution (2016-2018)

- Manajer Unit Layanan Jargas PGN (2018–2020)
 - Project Manager/Ketua Tim Pendukung PKK Migas di Jargas APBN Kab.Lamongan & Kab. Kutai Kartanegara (2019)
 - Manajer Unit Layanan Jargas PGN (2019 – Februari 2020)
 - Kepala Divisi Satuan Pengawas Internal PT PGAS Solution (Maret 2020 – Sekarang)
- PTGI PKWT Workers (2000–2002)
 - Officer III Construction of PTGI PGN (2002–2004)
 - PTGI PGN Construction Specialist II (2004–2007)
 - Construction Senior Supervisor – West Java Natural Gas Distribution Network Project, PDJB-WJDN (2007–2010)
 - Assistant Manager for Planning, Building and Facility Maintenance for PGN LUPP (2010–2012)
 - PTGI PGN Project 1 QA QC & HSSE Manager (2012–2014)
 - PMO PGN's JBB-SBS 1 Project Construction Manager (2014–2015)
 - Senior Specialist QA QC & HSSE PGN PMO Core Competency Division (2015–2016)
 - Senior Specialist QA QC & HSSE PMD PGAS Solution (2016–2018)
 - PGN's Jargas Service Unit Manager (2018–2020)
 - Project Manager / Head of PKK Migas Support Team at Jargas APBN Kab. Lamongan & Kab. Kutai Kartanegara (2019)
 - PGN's Jargas Service Unit Manager (2019 – February 2020)
 - Division Head of the Internal Supervisory Unit of PT PGAS Solution (March 2020 – Present)

Pelatihan Training

1. Program Qualified Internal Auditor, YPIA (Februari 2021)
2. Workshop PerPres No. 16 tahun 2018 Pengadaan Barang dan Jasa Pemerintah, PGN Training Center (Maret 2019)
3. Pelatihan dan Sertifikasi PerPres No 16 tahun 2018 Pengadaan Barang dan Jasa Pemerintah, LPKN (April 2018)
4. Pelatihan dan Sertifikasi Pengawasan Mutu Konstruksi Pipa PE, LPJK & TUK PGN Klender Training Center (April 2018)
5. Pelatihan dan Sertifikasi Audit Internal Sistem Manajemen ISO 9001;2015 ISO 14001;2015 & OHSAS 18001;2015, IAS Indonesia (Maret 2017)
6. Pelatihan dan Sertifikasi manajemen Risiko Enterprise Risk Management (ERMAP) ISO 31000, Center for Risk Management & Sustainability CRMS Indonesia – ERMA Associate
7. Workshop Safety Professional, Dupont & Divisi HSSE PGN (Juni 2016)
8. Pembinaan Keselamatan dan Kesehatan Kerja bagi pekerja sektor Jasa Konstruksi, Disnakertrans (Juni 2016)
9. Pelatihan dan Sertifikasi Safety Management, Dupont & Divisi HSSE PGN
10. Pelatihan dan Sertifikasi Ahli Keselamatan Kerja AK3 Umum Disnakertrans, Phitagoras Global Data (April 2016)
11. Workshop Mini MBA, Prof Roy Sembel PHD. & Capital Price Indonesia
12. Pelatihan 2 Safety oleh Dupont & Divisi HSSE PGN
13. Pelatihan Manager as HR Manager, Divisi HCM PGN (November 2014)
14. Seminar Management, Opus Indonesia (Mei 2013)
15. Pemahaman Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) berdasarkan PP No 502012 & OHSAS 18001; 2009, Phitagoras Global Data (April 2013)
16. Basic First Aid & CPR, PT Samson Tiara (Maret 2013)
17. Pelatihan SEA Survival & Helicopter Under Water Evacuation Technique (HUWET), PT Samson Tiara Mei 2013
18. Pelatihan Penyusunan Dokumen Lingkungan – Izin Lingkungan, AMDAL, UKL UPL, dan konsekuensinya, PT Benefita (Februari 2012)

19. Pelatihan Good Corporate Governance – Pengembangan Budaya Kerja Perusahaan berbasis Etika, LP2MM (Oktober 2010)
 20. Pelatihan Teknik Pemadam Kebakaran, PGN (2008)
 21. Pelatihan Inspektur Pipa Penyalur berkualitas DNV OS-F101 Submarine Pipeline System, DNV & Ditjen MIGAS (April 2004)
 22. Pelatihan Inspektur Pipa penyalur MIGAS, Ditjen MIGAS (April 2004)
 23. Pelatihan anti Korosi, Indocor Indonesia (2003)
 24. Pelatihan Pemahaman Kontrak Konstruksi Internasional untuk Proyek EPC berbasis Standar FIDIC, Internal Workshop PTGI (2002)
1. Qualified Internal Auditor Program, YPIA (February 2021)
 2. PerPres Workshop No. 16 of 2018 Government Procurement of Goods and Services, PGN Training Center (March 2019)
 3. Training and Certification of PerPres No. 16/2018 Government Procurement of Goods and Services, LPKN (April 2018)
 4. Training and Certification of Quality Control for PE Pipe Construction, LPJK & TUK PGN Klender Training Center (April 2018)
 5. Training and Certification of Internal Audit Management System ISO 9001; 2015 ISO 14001; 2015 & OHSAS 18001; 2015, IAS Indonesia (March 2017)
 6. ISO 31000 Enterprise Risk Management (ERMAP) training and certification, Center for Risk Management & Sustainability CRMS Indonesia – ERMA Associate
 7. Safety Professional Workshop, Dupont & PGN HSSE Division (June 2016)
 8. Occupational Safety and Health Development for Construction Services sector workers, Office of Manpower and Transmigration (June 2016)
 9. Training and Certification of PGN's Safety Management, Dupont & HSSE Division
 10. Training and Certification of AK3 General Occupational Safety Experts from the Office of Manpower and Transmigration, Phitagoras Global Data (April 2016)
 11. Mini MBA Workshop, Prof. Roy Sembel PHD. & Capital Price Indonesia
 12. Safety training by PGN Dupont & HSSE Division
 13. Training for Manager as HR Manager, PGN's HCM Division (November 2014)
 14. Seminar Management, Opus Indonesia (May 2013)
 15. Understanding the Occupational Health and Safety Management System (SMK3) based on Government Regulation No. 50-2012 & OHSAS 18001; 2009, Phitagoras Global Data (April 2013)
 16. Basic First Aid & CPR, PT Samson Tiara (March 2013)
 17. SEA Survival & Helicopter Under Water Evacuation Technique (HUWET) Training, PT Samson Tiara May 2013
 18. Environmental Document Preparation Training – Environmental Permit, AMDAL, UKL UPL, and the consequences, PT Benefita (February 2012)
 19. Good Corporate Governance Training – Ethics-based Corporate Work Culture Development, LP2MM (October 2010)
 20. Fire Engineering Training, PGN (2008)
 21. Quality Pipeline Inspector Training DNV OS-F101 Submarine Pipeline System, DNV & Ditjen MIGAS (April 2004)
 22. Inspector Training for Oil and Gas Distribution Pipe, Directorate General of Oil and Gas (April 2004)
 23. Anti Corrosion Training, Indocor Indonesia (2003)
 24. International Construction Contract Understanding Training for EPC Projects based on FIDIC Standards, PTGI Internal Workshop (2002)

FUNGSI PENGAWASAN INTERNAL

FUNCTIONS OF INTERNAL CONTROL

Divisi Satuan Pengawasan Internal mempunyai fungsi dan tanggung jawab mengelola kegiatan pengawasan internal yang meliputi penyusunan strategi dan rencana pengawasan; eksekusi dan tindak lanjut pengawasan; *advisory/konsultasi* terkait fungsi pengawasan; pendampingan audit eksternal.

The Internal Control Unit Division is responsible to manage internal control activities, which include the preparation of strategies and control plans, execution and follow-up supervision, *advisory/consultation* related to the supervisory function, and external audit assistance.

PEDOMAN PENGAWASAN INTERNAL

GUIDE OF INTERNAL CONTROL

Direktur Utama bersama Komisaris Utama menetapkan dan mengesahkan *Internal Audit Charter* sebagai pedoman dalam pengawasan internal yang isinya mencakup visi, misi, struktur dan kedudukan, kewenangan, tanggung-jawab, independensi, profesionalisme, kode etik, pertanggung-jawaban, persyaratan menjadi anggota Pengawasan Internal, hubungan dengan komite audit, dan larangan perangkap tugas.

The President Director and President Commissioner stipulate and ratify the Internal Audit Charter to be used as a guideline in internal supervision. The Charter includes the vision, mission, structure and position, authority, responsibility, independence, professionalism, code of ethics, responsibilities, requirements to become a member of Internal Control, relationship with the audit committee, and the prohibition of double duty.

Dalam hal pengelolaan Sistem Pelaporan Pelanggaran, Penanganan Benturan Kepentingan dan Pengendalian Gratifikasi diatur dalam Pedoman *Whistleblowing System* serta Pedoman Penanganan Benturan Kepentingan dan Pengendalian Gratifikasi, yang mengacu pada peraturan perundang - undangan yang berlaku.

The management of Violation Reporting System, Conflict of Interest Handling and Gratification Control is regulated in the Whistleblowing System Guidelines and Guidelines for Conflict-of-Interest Handling and Gratification Control, which refers to the prevailing laws and regulations.

TUGAS PENGAWASAN INTERNAL

INTERNAL CONTROL DUTIES

Dalam menjalankan fungsinya, Pengawasan Internal mempunyai tugas sebagai berikut:

1. Menyusun usulan strategi dan rencana audit Perseroan;
2. Melaksanakan program audit serta *advisory service*;

To carry out its functions, Internal Control has the following duties:

1. Formulating strategic proposals and the Company's audit plan;
2. Carrying out audit programs and advisory services;

3. Menyusun laporan audit internal Perseroan sesuai dengan strategi dan rencana audit serta rekomendasi tindak-lanjutnya;
4. Monitoring dan tindak-lanjut hasil atau temuan audit di Perseroan;
5. Mengelola kegiatan pendampingan audit korporat serta eksternal;
6. Melakukan audit khusus dan menyusun laporan audit khusus di luar audit rutin atas penugasan dari Direktur Utama;
7. Melakukan *enforcement program whistle blowing system* (WBS) serta pengendalian gratifikasi.

3. Preparing the Company's internal audit report in accordance with the audit strategy and plan as well as the follow-up recommendations;
4. Monitoring and following-up on results or audit findings in the Company;
5. Managing corporate and external audit assistance activities;
6. Conducting special audits and compiling special audit reports outside of routine audits on assignments from the President Director;
7. Carrying out an enforcement program for the whistle blowing system (WBS) and gratification control.

FUNGSI PENGENDALI KINERJA

FUNCTIONS OF PERFORMANCE MANAGEMENT

Sesuai dengan Keputusan Direksi PGAS Solution 024000.K/OT.00/DirUt/2020 tanggal 30 September 2020 tentang Struktur Organisasi PT PGAS Solution, Kelompok Pengendali Kinerja dan Portofolio Perseroan saat ini dipimpin oleh Ris Haryono yang menjabat sebagai Sekretaris Perusahaan sesuai Keputusan Direksi PT PGAS Solution Nomor: 027300.K/KP.03.00/DirKDA/2019 tanggal 9 September 2019 tentang Penempatan Pekerjaan PT PGAS Solution.

According to the Decree of the Directors of PGAS Solution 024000.K/OT.00/DirUt/2020 dated September 30, 2020 concerning the Organizational Structure of PT PGAS Solution, the Company Performance and Portfolio Control Group is currently led by Ris Haryono, who serves as the Corporate Secretary according to the Decree of the Board of Directors of PT PGAS Solution Number: 027300.K/KP.03.00/DirKDA/2019 dated September 9, 2019, regarding Employee Placement of PT PGAS Solution.

Pengendali Kinerja mempunyai fungsi dan tanggung jawab mengelola kebijakan dan strategi pengendalian Perseroan dengan melakukan pengelolaan analisis data kinerja seluruh satuan kerja dan menyusun laporan realisasi kinerja serta menyampaikannya kepada Direksi/manajemen sebagai laporan manajemen.

The Performance Management Officer is responsible for managing the Company's control policies and strategies by managing performance data analysis of all work units and compiling reports on performance realization and submitting it to the Board of Directors/management as a management report.

TUGAS PENGENDALI KINERJA

PERFORMANCE MANAGEMENT DUTIES

Dalam menjalankan fungsinya, Pengendali Kinerja mempunyai tugas sebagai berikut:

1. Mengelola penyusunan kebijakan dan strategi pengendalian kinerja Perseroan;
2. Mengelola analisis data kinerja dan memonitor kinerja seluruh satuan kerja;
3. Monitoring rencana dan perkembangan realisasi pelaksanaan/pengendalian proyek di satuan kerja terkait;
4. Menyusun rekomendasi kepada manajemen terkait antisipasi adanya keterlambatan denda, dan *liquidated damage*, bila ada;
5. Menyusun laporan/*dashboard* terkait kinerja Perseroan secara berkala;
6. Mengelola portofolio Perseroan;
7. Mengelola kebijakan dan *strategy management information system*, meliputi sentralisasi dan standarisasi *key information and authorization, confidentiality*, dan analisis data.

To carry out its functions, the Performance Management Officer has the following duties:

1. Managing the formulation of policies and strategies for controlling the Company's performance;
2. Managing performance data analysis and monitor the performance of all work units;
3. Monitoring plans and progress of the implementation/control of the project in the related work unit;
4. Preparing recommendations to management regarding the anticipation of late fines, and liquidated damage, if any;
5. Preparing reports/*dashboards* related to the Company's performance on a regular basis;
6. Managing the Company's portfolio;
7. Managing policies and strategy management information systems, including centralization and standardization of key information and authorization, confidentiality, and data analysis.



5.14

TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY

Dukungan masyarakat sekitar dan Pemerintah setempat akan keberadaan PGAS Solution di wilayahnya menjadi salah satu faktor penting keberhasilan PGAS Solution dalam menjalankan bisnisnya. Sebagai bentuk terima kasih atas dukungan tersebut dan kepatuhan terhadap aturan yang berlaku, Perseroan secara rutin menyelenggarakan program tanggung jawab sosial perusahaan (*corporate social responsibility/CSR*) kepada masyarakat dan lingkungan di wilayah kerja PGAS Solution. Tak hanya lingkungan sekitar, CSR PGAS Solution juga menyasar kepada masyarakat lainnya.

Melalui rangkaian program CSR yang telah dilaksanakan PGAS Solution di tahun ini, diharapkan dapat memberi manfaat yang signifikan terutama bagi masyarakat dan lingkungan sekitar, sekaligus membawa berbagai kebaikan bagi banyak orang.

The support of the local community and government for PGAS Solution's existence and business activity in their area is one of the important factors of the Company's business success. As a form of gratitude for the support, and to comply with applicable regulations, the Company regularly organizes corporate social responsibility (CSR) programs for the community and the environment in the PGAS Solution working areas and other communities.

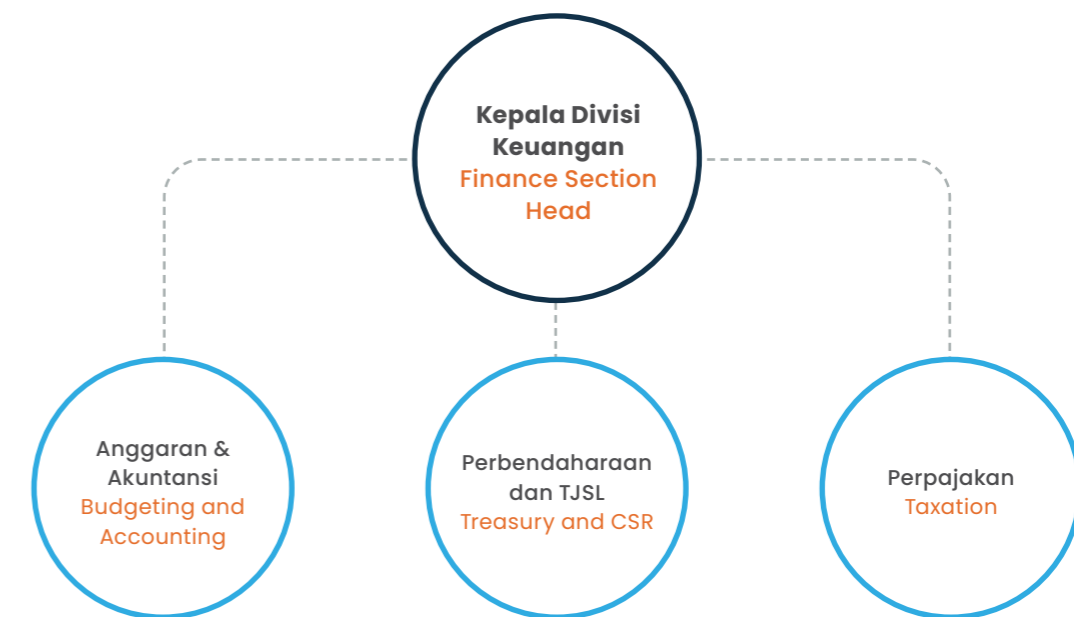
Through a series of implemented CSR programs this year, the Company hopes that it can provide significant benefits for the community and the surrounding environment, as well as bring a sense of kindness to many people.

TATA KELOLA TANGGUNG JAWAB SOSIAL PERUSAHAAN CORPORATE SOCIAL RESPONSIBILITY GOVERNANCE

Fungsi CSR di PGAS Solution berada di bawah Departemen Keuangan sebagai pengelola anggaran Perseroan. Dana CSR dialokasikan untuk menjaga lingkungan dan kesejahteraan masyarakat di sekitar lokasi proyek PGAS Solution. Untuk tanggung jawab sosial perusahaan kepada tenaga kerja dan lingkungan, menjadi tanggung jawab Divisi K3PL dan Pengamanan Perusahaan.

The CSR function at PGAS Solution is under the Department of Finance as the manager of the Company's budget. CSR funds are allocated to protect the environment and the welfare of the community around the PGAS Solution project location. Meanwhile, corporate social responsibility actions to the workforce and the environment is the responsibility of the K3PL and Corporate Security Division.

STRUKTUR ORGANISASI CSR CSR ORGANIZATIONAL STRUCTURE



PENGGUNAAN DANA CSR PGAS SOLUTION TAHUN 2021 USE OF PGAS SOLUTION CSR FUNDS IN 2021

Nama Program Program Name	Keterangan Notes	Pengeluaran (Rupiah) Expenditure (IDR)
CSR Bantuan Banjir tahun 2021 2021 Flood Aid CSR		32.640.870
Pelaksanaan Qurban 2021 Eid al-Qurban 2021		999.919.050
CSR Pembangunan Ruang Kesehatan Kelurahan Malakasari Kecamatan Duren Sawit Jakarta CSR Development of Health Room in Malakasari Village, Duren Sawit District, Jakarta		5.000.000

Nama Program Program Name	Keterangan Notes	Pengeluaran (Rupiah) Expenditure (IDR)
Bantuan Duka Cita Pekerja Meninggal Condolence Money of Died Workers		11.654.000
Biaya Transportasi Pipa PE 20mm untuk Pembangunan Desa Energi Gas Bumi di Balkondes Transportation Cost of 20mm PE Pipe for Natural Gas Energy Village Development in Balkondes		7.500.000
Bantuan Dana untuk Pembangunan Masjid Jami Ar Rahmah Tangerang Financial Assistance for the Construction of the Jami Ar Rahmah Mosque, Tangerang		5.000.000
Pelaksanaan Pengaspalan Jalan ke PT Arya Putra Mandiri Karawang Implementation of Paving Road to PT Arya Putra Mandiri Karawang		17.947.000
Pembuatan Gate Balkondes Building Balkondes Gate	<ul style="list-style-type: none"> Pembelian Pipa PE OD 63mm PE OD 63mm Pipe Purchase Pembelian Regulator Station Station Regulator Purchase 	262.200.000
Perayaan Natal 2021 dan Tahun Baru 2022 Christmas 2021 and New Year 2022 Celebration		25.000.000
Pelaksanaan Kolaborasi Pelatihan antara PT PGAS Solution dengan Dinas Tenaga Kerja DKI Jakarta Implementation of Collaborative Training between PT PGAS Solution and the DKI Jakarta Manpower Office		59.959.664
Pemberian Bantuan Sembako Bagi Pekerja TAD yang Terdampak Covid-19 Provision of Basic Food Assistance for TAD Workers Affected by Covid-19		1.800.000
Total		1.428.620.984

TANGGUNG JAWAB TERHADAP OPERASI YANG ADIL RESPONSIBILITY FOR FAIR OPERATIONS

Pelaksanaan kegiatan usaha yang adil dengan menjalankan praktik bebas korupsi dan suap, netralitas politik, menghormati kekayaan intelektual, berkompetisi dengan adil dan patuh pada hukum dan regulasi menjadi bentuk tanggung jawab PGAS Solution untuk menciptakan sistem operasional yang adil, sehingga menciptakan hubungan yang harmonis dan mewujudkan keseimbangan antara seluruh *stakeholder*.

Oleh karena itu, PGAS Solution telah mengatur hal-hal tersebut dalam Pedoman Pelaksanaan Pelaporan dan Pengendalian Gratifikasi, Pedoman *Whistleblowing System*, *Code of Conduct*, dan Pedoman Pengadaan Barang dan/atau Jasa. Kebijakan tersebut senantiasa ditinjau secara berkala untuk memastikan bahwa setiap ketentuan relevan dengan kondisi dan pertumbuhan bisnis Perseroan.

PENERAPAN OPERASI YANG ADIL

- 1. Pengendalian Gratifikasi dan Anti-Korupsi**
Sebagai Perseroan yang menjalankan prinsip GCG dalam pengelolaan usahanya, PGAS Solution melalui program gratifikasi dan anti korupsi berupaya kuat untuk mencegah terjadinya aksi KKN (Korupsi, Kolusi, dan Nepotisme) dalam lingkungan kerjanya.
- 2. Keterlibatan Dalam Politik yang Bertanggung Jawab**
PGAS Solution mengatur ketentuan terkait keterlibatan pegawai dalam berpolitik dalam *Code of Conduct*. Pada pelaksanaan program tanggung jawab sosial, PGAS Solution tidak memberikan bantuan dana ke politisi, atau calon pejabat manapun sebagai perwujudan nilai Perseroan.
- 3. Perlindungan Hak Kekayaan Intelektual**
GAS Solution mendorong setiap pegawai untuk merealisasikan ide inovasi hingga membuahkan hasil. Hal ini diwujudkan dengan pelaksanaan lomba karya inovasi baik di

Implementing fair business climate by carrying out corruption and bribe-free practices, observing political neutrality, respecting intellectual property, competing fairly, and complying with laws and regulations is a form of PGAS Solution's responsibility to create a fair operational system, which will create harmonious relationships and balance between all stakeholders.

To achieve this, PGAS Solution has regulated matters related to fair operations in the Guidelines for Implementation of Gratification Reporting and Control, Guidelines for Whistleblowing System, Code of Conduct, and Guidelines for Procurement of Goods and/or Services. These policies are reviewed periodically to ensure that every provision is relevant to the conditions and growth of the Company's business.

FAIR OPERATION IMPLEMENTATION

- 1. Gratification Control and Anti-Corruption**
As a company which implements GCG principles in managing its business, PGAS Solution strives to prevent KKN (Corruption, Collusion and Nepotism) actions in its working environment through its gratification and anti-corruption program
- 2. Involvement in Responsible Politics**
PGAS Solution regulates employee involvement in politics in the Code of Conduct. When doing social responsibility programs, PGAS Solution does not provide financial assistance to politicians, or any candidate for office as an embodiment of the Company's values.
- 3. Protection of Intellectual Property Rights**
PGAS Solution encourages every employee to realize their innovative ideas to produce results by commencing innovation work competitions, both at the PGAS Solution level and in the PGN

tingkat PGAS Solution maupun di Grup PGN setiap tahunnya agar budaya inovasi dapat diterapkan untuk mendukung kinerja PGAS Solution. PJB juga telah mengatur bahwa Perseroan dan seluruh Insan Perseroan wajib melindungi Hak Kekayaan Intelektual (HAKI) dan melarang menggunakan HAKI milik pihak lain tanpa izin karena dapat mengakibatkan Perseroan menanggung gugatan hukum sebagaimana dimuat dalam *Code of Conduct*.

Group every year. The competition is expected to cultivate a culture of innovation which can be applied to support the performance of PGAS Solution. PJB has also regulated that the Company and all the Company's Personnel are required to protect their Intellectual Property Rights (IPR) and prohibited the use of IPR belonging to other parties without permission. Unauthorized IPR usage may result in the Company taking legal action as contained in the Code of Conduct.

TANGGUNG JAWAB SOSIAL DALAM PENERAPAN HAM

SOCIAL RESPONSIBILITY IN THE IMPLEMENTATION OF HUMAN RIGHTS

PGAS Solution berkomitmen memastikan aktivitas operasionalnya telah memenuhi aspek perlindungan Hak Asasi Manusia (HAM). Komitmen ini diwujudkan melalui pelaksanaan praktik ketenagakerjaan yang memperhatikan prinsip kemanusiaan serta memastikan tidak terjadi pelanggaran HAM. Nilai-nilai HAM diatur oleh PGAS Solution antara lain praktik non diskriminatif, kebebasan berserikat, pencegahan tenaga kerja anak, pencegahan praktik kerja paksa, dan praktik keamanan yang dimuat dalam *Code of Conduct*.

PGAS Solution is committed to ensure that its operational activities meet the aspects of human rights protection through the implementation of labor practices that consider humanitarian principles. The Company is also committed to ensure that there are no human rights violations happening inside. Human rights values regulated by PGAS Solution in the Code of Conduct include non-discriminatory practices, freedom of association, prevention of child labor, prevention of forced labor practices, and security practices

PGAS Solution menjunjung tinggi HAM sebagai pedoman dasar dalam operasional Perseroan, hal ini berlaku kepada seluruh pekerja Perseroan. HAM merupakan konsep hukum dan normatif, menyatakan bahwa manusia memiliki hak yang melekat pada dirinya karena ia adalah seorang manusia. HAM berlaku kapan pun, di mana pun, kepada siapa pun, dan bersifat universal. HAM pada prinsipnya tidak dapat dicabut dan tidak dapat dibagi-bagi, saling berhubungan, dan saling bergantung.

PGAS Solution upholds human rights as a basic guideline in the Company's operations. This philosophy applies to all employees of the Company. Human rights are legal and normative concepts which state that humans have inherent rights because they are human. Human rights apply anytime, anywhere, to anyone, and are universal. Moreover, in principle human rights are inalienable and indivisible, interconnected and interdependent.

PEMENUHAN HAM BAGI PEKERJA PGAS SOLUTION

- Remunerasi/Imbalan Kerja yang Adil**
 Perseroan senantiasa memperhatikan kesejahteraan pekerjanya, salah satunya melalui sistem remunerasi yang selalu dikaji ulang sesuai dengan kebutuhan Perseroan, dan selalu terjaga competitiveness dengan industri sejenis. Imbalan yang adil dapat mendukung kinerja pekerja dalam pencapaian target Perseroan. PGAS Solution menerapkan sistem remunerasi yang bertujuan untuk mendukung sasaran strategi Perseroan. Diharapkan dengan adanya sistem remunerasi yang baik akan mendukung daya saing Perseroan.
- Pekerja Sesuai Umur**
 PGAS Solution tidak mempekerjakan tenaga anak, dan semua pekerja bekerja sesuai jam kerja yang telah ditetapkan. Komitmen tidak adanya eksploitasi pekerja anak dan kerja paksa juga menjadi prasyarat yang ditentukan Perseroan dalam menjalin kerja sama dengan perusahaan pemasok, seperti penyedia jasa tenaga kerja.
- Waktu Kerja Sesuai dengan Ketentuan**
 Waktu kerja yang berlaku di PGAS Solution sesuai dengan pasal 77 Undang-undang No. 13 tahun 2003 tentang Ketenagakerjaan, yakni 40 jam dalam 1 minggu. Sesuai dengan Kepmenakertrans 234/2003, dan Peraturan Perusahaan, untuk pekerja regu bergilir/shift, operasional jam kerja menyesuaikan jenis pekerjaan masing-masing yakni 11 jam perhari dengan sistem kerja 14 hari kerja masuk, dan 7 hari libur. Pekerjaan dengan sistem regu bergilir/shift antara lain operator offtake/stasiun gas, dan operator kompresor.

FULFILLMENT OF HUMAN RIGHTS FOR PGAS SOLUTION WORKERS

- Fair Remuneration/Employment Benefits**
 The Company always pays attention to the welfare of its employees. One of the means to achieve good employee welfare is through a remuneration system that is always reviewed according to the needs of the Company, and always maintained competitiveness with similar industries. Fair compensation can support employee performance in achieving the Company's targets. The Company implements a remuneration system that aims to support its strategic objective with an expectation that through good remuneration system, its competitiveness will also increase.
- Age-appropriate Worker**
 PGAS Solution does not employ child labor, and all workers work according to the set working hours. The Company is required to commit to not exploiting child labor and forced labor to be able to establish cooperation with supply companies, such as labor service providers.
- Working Time According to Terms**
 The working hours at PGAS Solution are 40 hours in a week, in accordance with Article 77 of Law No. 13 of 2003 concerning Manpower. Separate rules for shift workers also applied in accordance with Kepmenakertrans 234/2003, and Company Regulations. The regulations stipulate that their work hours are adjusted to the type of work, namely 11 hours per day with a work system of 14 working days in, and 7 days off. Jobs with a shift system include offtake operators/gas stations, and compressor operators.

TANGGUNG JAWAB TERHADAP LINGKUNGAN HIDUP RESPONSIBILITY FOR THE ENVIRONMENT

PGAS Solution berkomitmen untuk terus meningkatkan kontribusi dalam kegiatan pelestarian lingkungan. Komitmen ini diwujudkan dengan melaksanakan program pengelolaan lingkungan baik dalam aktifitas operasional ramah lingkungan maupun program tanggung jawab sosial terhadap lingkungan sekitar (masyarakat). Divisi K3PL dan Pengamanan dibentuk untuk memastikan pelaksanaan sejumlah program tersebut berjalan secara konsisten. Berikut adalah program-program pelestarian lingkungan yang dilakukan Perseroan:

1. **Pengelolaan dan Pemantauan Lingkungan**
PGAS Solution berkomitmen menjaga kelestarian lingkungan kerja dan sekitarnya sesuai dengan izin lingkungan yang berlaku pada masing-masing area kerja. Pengelolaan dan pemantauan lingkungan dilakukan dan dilaporkan secara berkala sebagai komitmen bahwa PGAS Solution beroperasi dengan memenuhi dan taat pada ketentuan lingkungan yang berlaku dan tidak berdampak negatif terhadap lingkungan.
2. **Kepesertaan PROPER oleh Kementerian Lingkungan Hidup dan Kehutanan**
Dengan berpartisipasi PGAS Solution dalam kepesertaan PROPER milik PGN, maka PGAS Solution turut berkontribusi dalam 100% penataan ketentuan dan pengembangan inovasi-inovasi berbasis lingkungan dalam lingkup wilayah kerja PGAS Solution. Pada beberapa wilayah kerja, capaian PROPER ini sudah memiliki sasaran beyond compliance yang berarti bahwa PGAS Solution tidak hanya berkomitmen untuk tidak mencemari lingkungan, namun turut berkontribusi secara positif terhadap lingkungan melalui program-program pengendalian pencemaran udara, air, limbah B3, limbah non-B3, pengelolaan energi, program keanekaragaman hayati, dan CSR.
3. **Program Pengurangan Sampah**
PGAS Solution berkomitmen mengurangi penggunaan sampah dan beralih ke

PGAS Solution is committed to always increase its contribution to environmental conservation activities by implementing environmental management programs, both in environmentally friendly operational activities and social responsibility programs for the surrounding environment (community). To ensure the consistent implementation of those programs, the K3PL and Security Division was formed. The environmental conservation programs carried out by the Company are described below:

1. **Environmental Management and Monitoring**
PGAS Solution is committed to preserve the work environment and its surroundings in accordance with the applicable environmental permit in each work area. The Company regularly carries out environmental management, monitoring, and reporting activities to show that it is adhering to the applicable environmental rules and regulation and does not have a negative impact on the environment.
2. **PROPER participation by the Ministry of Environment and Forestry**
With the participation of PGAS Solution in PGN's PROPER membership, PGAS Solution also contributes to achieve 100% compliance with regulations and the development of environmental-based innovations within the scope of PGAS Solution's work area. In several work areas, the Company's PROPER achievements are already beyond compliance target, which means that PGAS Solution is not only committed not to pollute the environment, but also contributes positively to the environment through control programs for air pollution, water, toxic waste, non-toxic waste, energy management, biodiversity programs, and CSR.
3. **Waste Reduction Program**
PGAS Solution is committed to reduce its operational waste and switching to the use

penggunaan kemasan yang lebih ramah lingkungan. Program penggunaan tumbler pada aktivitas sehari-hari telah terlaksana dengan baik di lingkungan Perseroan. PGAS Solution juga menghimbau pentingnya reduksi penggunaan kantong plastik serta dengan tegas melarang penggunaan kemasan makanan dengan material styrofoam di lingkungan kerja PGAS Solution.

4. **Pelatihan, Workshop, dan Kampanye Lingkungan**
PGAS Solution berupaya meningkatkan awareness pekerja terhadap lingkungan melalui pelatihan, workshop, dan kampanye lingkungan. Pelatihan yang diberikan berupa sistem manajemen lingkungan, pengelolaan lingkungan, dan pelatihan-pelatihan lainnya yang relevan dengan kebutuhan Perseroan akan pelaksanaan komitmen lingkungan. Sosialisasi dan workshop Identifikasi Aspek dan Dampak Lingkungan juga diberikan kepada seluruh pekerja agar masing-masing dapat menilai dampak pekerjaan mereka terhadap lingkungan. Seluruh pekerja juga diberikan wawasan dan awareness mengenai lingkungan melalui kampanye-kampanye dan poster lingkungan yang up to date dengan isu lingkungan terkini.
5. **Edukasi Kesehatan Kerja di Lingkungan Kerja dan Sosial Masyarakat**
PGAS Solution secara konsisten dan aktif menyelenggarakan berbagai sosialisasi dan kampanye dalam upaya meningkatkan pemahaman dan kesadaran mengenai Pencegahan dan Penanggulangan HIV/AIDS (P2HIV/AIDS) baik di lingkungan kerja maupun sosial masyarakat. Setiap tahunnya, PGAS Solution melakukan edukasi kesehatan pencegahan HIV/AIDS bersamaan dengan Peringatan Hari AIDS Sedunia. PGAS Solution bekerja sama dengan Pusat Kesehatan Masyarakat setempat untuk melakukan Voluntary Counseling and Testing (VCT) bagi pekerja yang dilakukan secara sukarela. Pada tahun 2021 PGAS Solution melaksanakan edukasi Pencegahan dan Penanggulangan HIV/AIDS (P2HIV/AIDS) dengan cara memberikan

of more environmentally friendly packaging. For example, tumbler usage program in daily activities has been well implemented within the Company. PGAS Solution also disseminated the importance of reducing the use of plastic bags and strictly prohibits the use of food packaging with styrofoam material in PGAS Solution's work environment.

4. **Training, Workshop, and Environmental Campaign**
PGAS Solution seeks to increase employee awareness about the environment through training, workshops, and environmental campaigns. The Company provides training in environmental management systems, environmental management, and other training activities relevant to the Company's needs for the implementation of environmental commitments. Every employee also received socialization and workshops on Identification of Environmental Aspects and Impacts so that everyone could assess the impact of their work on the environment. Furthermore, employees are also given insight and awareness about the environment through environmental campaigns and posters that are up to date with the latest environmental issues.
5. **Education on Occupational Health in the Work Environment and Social Community**
PGAS Solution consistently and actively organizes various socializations and campaigns to increase understanding and awareness of HIV/AIDS Prevention and Control (P2HIV/AIDS), both in working and social environments. Every year, PGAS Solution conducts health education on HIV/AIDS prevention to commemorate the World AIDS Day. PGAS Solution works closely with the local Community Health Center to carry out Voluntary Counseling and Testing (VCT) for workers on a voluntary basis. In 2021, PGAS Solution provided education about HIV/AIDS Prevention and Control (P2HIV/AIDS) by providing Peer Educator and education related to Company Policy and Government Strategy to Support Three Zero to all PT PGAS Solution employees. Education was also carried out

Peer Educator dan edukasi terkait Kebijakan Perusahaan dan Strategi Pemerintah untuk Mendukung Three Zero kepada seluruh pekerja PT PGAS Solution. Selain itu juga dilaksanakan edukasi bagi seluruh mitra kerja PT PGAS Solution berkaitan dengan Pencegahan Penyebaran HIV/AIDS dan Melawan Diskriminasi terhadap ODHA (orang dengan HIV/AIDS)

6. Pemberdayaan Masyarakat Sekitar Dalam Kegiatan Pengamanan Perusahaan PGAS Solution melibatkan masyarakat sekitar Perseroan untuk terlibat dan berkontribusi positif dalam pengamanan perusahaan, yaitu dengan menjadikan masyarakat sekitar sebagai anggota satuan pengamanan yang turut menjaga aset Perseroan. Dengan demikian, aset Perseroan dapat terjaga dengan baik dan Perseroan dapat memberdayakan masyarakat sekitar serta turut meningkatkan perekonomian warga setempat. Sebelum terlibat menjadi anggota pengamanan, anggota masyarakat diberikan pelatihan dasar pengamanan dan kesamaptaaan serta mendapatkan sertifikat gada pratama. Selanjutnya untuk level komanda regu, maka personel mengikuti pelatihan tingkat selanjutnya yaitu gada madya.

Pemberdayaan masyarakat sebagai bagian dari Pengamanan Perusahaan tidak hanya dilakukan di kegiatan operasional Perseroan namun juga dilaksanakan pada kegiatan-kegiatan keproyekan EPC agar pelaksanaan proyek EPC dapat berjalan dengan lancar tanpa adanya gangguan keamanan dan meredam potensi keluhan yang berdampak signifikan dari masyarakat sekitar.

for all PT PGAS Solution partners regarding the Prevention of the Spread of HIV/AIDS and Against Discrimination against PLWHA (people with HIV/AIDS).

6. Empowerment of Surrounding Communities in Company Security Activities PGAS Solution involves the community around the Company to contribute positively to the company's security by appointing the surrounding community members as the security unit members that helps protect the Company's assets. By doing this, the Company's assets can be well maintained, and the Company can empower the surrounding community and help improve the local economy. Before being involved as security members, community members are given basic security and safety training and get a "Mace Pratama" certificate. Furthermore, for the squad commander level, the personnel will take part in the next level of training, which is "Gada Madya".

Community empowerment as part of Corporate Security is not only carried out in the Company's operational activities. It is also carried out in EPC project activities, enabling smooth implementation of the EPC project without security disturbances and reducing potential complaints that have a significant impact on the surrounding community.

TANGGUNG JAWAB TERKAIT KETENAGAKERJAAN LABOR-RELATED RESPONSIBILITIES

Komitmen PGAS Solution untuk melindungi pekerjanya sebagai aset terpenting Perseroan terlihat pada implementasi CSR terkait ketenagakerjaan. Agar pekerja di PGAS Solution dapat bekerja secara maksimal, aspek keselamatan dan kesehatan kerja karyawan menjadi prioritas Perseroan. CSR terkait ketenagakerjaan PGAS Solution meliputi pelayanan kesehatan, keselamatan, dan keamanan kerja.

APRESIASI PEKERJA

PGAS Solution mengapresiasi karyawan non organik yang sudah turut serta membangun dan berkarya untuk PGAS Solution. Seluruh karyawan non organik mendapat apresiasi berupa uang dalam nominal yang sama. Total biaya yang dikeluarkan pada tahun 2021 sebanyak Rp3,064 miliar. Biaya ini turun 42% dari tahun 2020 dengan total biaya Rp5,286 miliar dikarenakan adanya kebijakan efisiensi di lingkungan Perusahaan. Adapun anggaran untuk tali kasih berada di bawah kebijakan bagian keuangan.

KESELAMATAN KERJA DAN PENGAMANAN

Untuk mengukur kinerja Divisi K3PL dan Pengamanan Perusahaan, digunakan HSSE Performance, salah satu laporan bulanan yang dilakukan Divisi K3PL dan Pengamanan Perusahaan untuk memonitoring dan meninjau secara tidak langsung dalam perkembangan HSSE baik di Wilayah maupun di Area.

HSSE Performance merupakan salah satu agenda dalam Central Safety Committee. Hal tersebut menunjukkan bahwa setiap permasalahan yang telah diangkat dari HSSE Area juga disampaikan dalam Central Safety Committee. Salah satu item yang digunakan dalam HSSE Performance meliputi TSAF (Total Sickness Absence Frequency), Lost Time Injury Frequency (LTIF), Lost Work Day Case (LWDC), Restricted Workday Case (RWC), Medical Treatment Case (MTC), First Aid, Near

PGAS Solution's commitment to protect its employees as the Company's most important asset can be seen in its implementation of CSR related to employment. To allow all employees to work optimally, their safety and health aspects are prioritized by the Company. CSR related to PGAS Solution's employment includes health, safety, and work security services.

WORKER APPRECIATION

PGAS Solution appreciates non-organic employees who have participated in growing PGAS Solution. All non-organic employees receive monetary appreciation with the same nominal. The total appreciation cost incurred in 2021 is IDR3.064 billion, a 42% decrease from 2020's cost which reached IDR5.286 billion. This decrease is due to the efficiency policies applied within the Company. The budget for the appreciation money is under the policy of the finance department.

WORK SAFETY AND SECURITY

To measure the performance of the K3PL and Corporate Security Division, HSSE Performance is used, one of the monthly reports carried out by the K3PL and Corporate Security Division to monitor and indirectly review the development of HSSE both in the Region and in the Area.

HSSE Performance is one of the agendas in the Central Safety Committee which shows that every issue that has been raised from the HSSE Area is also submitted to the Central Safety Committee. Assessment items used in HSSE Performance includes TSAF (Total Sickness Absence Frequency), Lost Time Injury Frequency (LTIF), Lost Work Day Case (LWDC), Restricted Workday Case (RWC), Medical Treatment Case (MTC), First Aid, Near Miss, Risk Containment Audit (RCA), Monthly Safety

Miss, Risk Containment Audit (RCA), Monthly Safety Meeting, Management Site Visit, Penerapan Sistem Manajemen K3PL dan Pengamanan, Penerapan *Fit to Work*, Kecelakaan Kendaraan, Property Damage, Major Pencemaran Lingkungan, Major Gangguan Keamanan, Jam Kerja Aman dan Jarak Berkendara Aman.

JAM KERJA AMAN

Jam kerja aman adalah jumlah jam kerja yang dihasilkan oleh personel kontraktor, pekerja dan subkontraktor dalam suatu proyek/wilayah tanpa menimbulkan kehilangan waktu kerja pada jam kerja.

Sampai dengan Desember 2021, seluruh total jam kerja aman PGAS Solution mencapai 72.415.818 jam. Jumlah jam tersebut diulang kembali penghitungannya bila terjadi kecelakaan kerja yang menimbulkan *fatality* dan *Lost Work Day Case* (LWDC) di mana kecelakaan mengakibatkan pekerja untuk sementara tidak mampu bekerja kembali pada hari atau shift berikutnya sesuai jadwal kerja. Kategori kecelakaan pada jam kerja aman PGAS Solution adalah *Fatality*, *Lost Time Injury Frequency* (LTIF), *Lost Work Day Case* (LWDC), *Restricted Workday Case* (RWC), *Medical Treatment Case* (MTC), *First Aid Treatment* dan *Near Miss Incident*.

TABEL JAM KERJA AMAN PGAS SOLUTION TAHUN 2021
TABLE OF PGAS SOLUTION'S SAFE MAN HOURS IN 2021

Bulan Month	Jam Kerja Aman Safe Man Hours
Januari / January	776.275
Februari / February	1.471.163
Maret / March	778.397
April / April	756.924
Mei / May	673.987

Meeting, Management Site Visit, Implementation of K3PL and Security Management System, Implementation of *Fit to Work*, Vehicle Accident, Property Damage, Major Environmental Pollution, Major Security Disturbance, Safe Working Hours and Driving Distance Safe.

SAFE WORKING HOURS

Safe working hours are the number of working hours done by contractor personnel, workers, and subcontractors in a project/area without causing loss of working time in working hours.

Until December 2021, the total safe working hours of PGAS Solution reached 72,415,818 hours. This number is recalculated if work accidents that causes a fatality happened, and when Lost Work Day Case (LWDC) happened. LWDC is a condition where the accident results in the worker being temporarily unable to work again on the next day or shift according to the work schedule. The categories of accidents during PGAS Solution's safe working hours are *Fatality*, *Lost Time Injury Frequency* (LTIF), *Lost Work Day Case* (LWDC), *Restricted Workday Case* (RWC), *Medical Treatment Case* (MTC), *First Aid Treatment* and *Near Miss Incident*.

Bulan Month	Jam Kerja Aman Safe Man Hours
Juni / June	977.713
Juli / July	860.580
Agustus / August	829.707
September / September	859.684
Oktober / October	809.660
November / November	1.059.430
Desember / December	1.009.902
TOTAL	1.086.3422

JARAK BERKENDARA AMAN

Jarak Berkendara aman adalah jumlah kilometer perjalanan aman tanpa ada kecelakaan dari kendaraan operasional untuk keperluan proyek/wilayah yang digunakan. Sampai dengan Desember 2021 jarak berkendara aman PGAS Solution berjumlah 6.578.838 kilometer.

SAFE DRIVING DISTANCE

Safe driving distance is the number of kilometers travelled safely without any accidents using operational vehicles for the purposes of the project/area used. As of December 2021, PGAS Solution's safe driving distance is 6,578,838 kilometers.

TABEL JARAK BERKENDARA AMAN PGAS SOLUTION TAHUN 2021 (KILOMETER)
TABLE OF SAFE DRIVING DISTANCE OF PGAS SOLUTION IN 2021 (KILOMETRES)

Bulan Month	Jarak Berkendara Aman Safe Driving Distance
Januari / January	704.903
Februari / February	612.836
Maret / March	587.248
April / April	540.462
Mei / May	519.514
Juni / June	518.388

Bulan Month	Jarak Berkendara Aman Safe Driving Distance
Juli / July	486.046
Agustus / August	556.625
September / September	489.714
Oktober / October	514.764
November / November	519.593
Desember / December	528.745
TOTAL	6.578.838

TSAF (TOTAL SICKNESS ABSENCE FREQUENCY)

Poin lain dalam HSSE Performance adalah TSAF (Total Sickness Absence Frequency). TSAF adalah kekerapan atau keseringan total hari ketidakhadiran dikarenakan sakit terhadap total hari kerja. TSAF pada tahun 2021 adalah 0,03 dan masih di bawah nilai batas TSAF maksimal yaitu 0,45. Berikut merupakan rincian TSAF PGAS Solution pada tahun 2021:

TABEL TSAF PGAS SOLUTION TAHUN 2021
TABLE OF PGAS SOLUTION'S TSAF IN 2021

Bulan Month	TSAF
Januari / January	0,04
Februari / February	0,04
Maret / March	0,05
April / April	0,07
Mei / May	0,07

TSAF (TOTAL SICKNESS ABSENCE FREQUENCY)

Another point assessed in the HSSE Performance is TSAF (Total Sickness Absence Frequency), which is the number of absence days incurred due to illness compared to the total number of working days. The TSAF in 2021 was 0.03, still below the maximum TSAF limit value of 0.45. The following are the details of TSAF PGAS Solution in 2021:

Bulan Month	TSAF
Juni / June	0,06
Juli / July	0,05
Agustus / August	0,04
September / September	0,02
Oktober / October	0,01
November / November	0,05
Desember / December	0,03
TOTAL	0,03

TANGGUNG JAWAB SOSIAL PADA KONSUMEN

Tanggung jawab sosial terkait konsumen menjadi bagian dalam upaya menjaga kepuasan pelanggan. Kepuasan tersebut diukur melalui survei pelanggan tentang kelebihan dan kekurangan jasa yang diberikan PGAS Solution. Secara konsisten, kepuasan pelanggan PGAS Solution cenderung meningkat dalam tiga tahun terakhir.

SOCIAL RESPONSIBILITY TO CONSUMERS

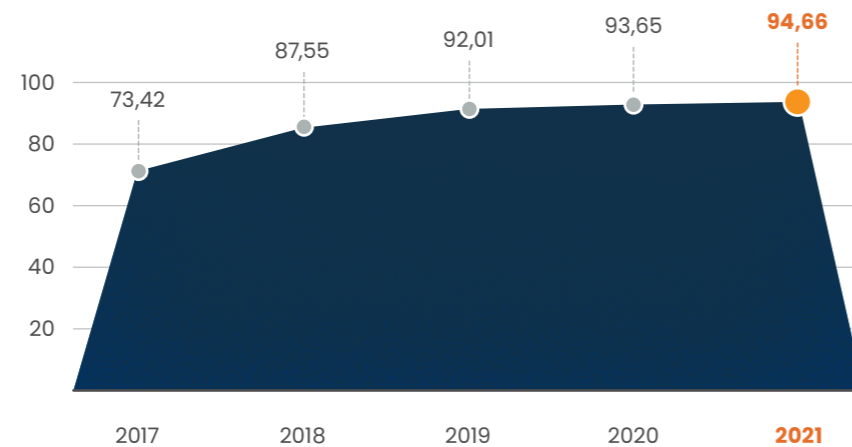
Social responsibility related to consumers is part of the Company's effort to maintain customer satisfaction, which is measured through customer surveys about the advantages and disadvantages of services provided by PGAS Solution. Consistently, PGAS Solution's customer satisfaction tends to increase in the last three years.

TINGKAT KEPUASAN PELANGGAN PGAS SOLUTION 2017-2021
SATISFACTION LEVEL OF PGAS SOLUTION'S CUSTOMERS 2017 - 2021

Kepuasan Satisfaction				
2017	2018	2019	2020	2021
73,42	87,55	92,01	93,65	94,96

Tingkat Kepuasan Pelanggan 2021
Customers Satisfaction Level 2021

94,66



TINGKAT KEPUASAN PELANGGAN PGAS SOLUTION 2021 MENURUT ASPEK DAN KATEGORI PERUSAHAAN

SATISFACTION LEVEL OF PGAS SOLUTION'S CUSTOMERS IN 2021 ACCORDING TO COMPANY ASPECT AND CATEGORY

No.	Aspek Aspect	Kepuasan Satisfaction			GAP	
		Indeks Kepuasan 2021 2021 Satisfaction Index	Internal Internal	Eksternal External	Indeks Kepuasan 2020 2020 Satisfaction Index	Kenaikan 2020-2021 Improvement 2020-2021
1	Reliability	91,85	90,54	97,50	89,35	2,50
2	Responsiveness	97,24	96,89	98,77	93,00	4,24
3	Competence	93,34	92,10	98,75	91,83	1,51
4	Access	95,68	94,96	98,75	93,64	2,04
5	Courtesy	96,52	96,29	97,53	99,68	-3,16
6	Communication	97,46	97,05	99,17	92,90	4,56
7	Credibility	92,99	91,62	98,78	94,03	-1,04
8	Security	93,21	92,27	97,50	94,68	-1,47
9	Understanding	97,41	96,20	102,44	94,74	2,67
10	Tangibles	93,91	92,79	98,73	92,60	1,31
	Rata-rata	94,96	94,07	98,79	93,65	1,31

PENGEMBANGAN MASYARAKAT

Dalam mewujudkan tanggung jawab sosial perusahaan terhadap pengembangan sosial dan masyarakat, Perseroan menggunakan metode *social mapping* (pengumpulan data dan informasi mengenai masyarakat suatu wilayah) sehingga sasaran dan kegiatan yang dilakukan tepat dan sesuai dengan kebutuhan masyarakat sekitar. PGAS Solution melibatkan *stakeholder* terkait seperti Pemerintah, masyarakat, LSM, maupun perusahaan lain yang berada di sekitar proyek untuk menyusun program partisipasi dan pengembangan masyarakat.

COMMUNITY DEVELOPMENT

To realize corporate social responsibility towards social and community development, the Company uses the social mapping method (collection of data and information about the community of an area), with the intention to create appropriate targets and activities in accordance with the needs of the surrounding community. PGAS Solution involves relevant stakeholders such as the Government, communities, NGOs, and other companies around the project to develop community participation and development programs.



5.15

PERKARA PENTING YANG SEDANG DIHADAPI PERUSAHAAN, ENTITAS ANAK, SERTA ANGGOTA DEWAN KOMISARIS, DAN DIREKSI YANG SEDANG MENJABAT

SIGNIFICANT CASES CURRENTLY FACED BY THE COMPANY, ITS SUBSIDIARIES, AND MEMBERS OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Perkara penting yang dimaksud adalah permasalahan hukum yang sedang dihadapi oleh Perseroan, entitas anak, serta anggota Dewan Komisaris dan anggota Direksi yang menjabat. Perseroan berupaya meminimalisir potensi munculnya permasalahan hukum serta senantiasa menyelesaikan setiap permasalahan hukum yang dihadapi.

The important cases described in this chapter are legal issues being faced by the Company, its subsidiaries, as well as current members of the Board of Commissioners and Board of Directors. The Company seeks to minimize the potential of legal issues and always resolves any encountered legal issues.

PERKARA PENTING YANG DIHADAPI PGAS SOLUTION SELAMA TAHUN 2021 SIGNIFICANT CASE FACED BY PGAS SOLUTION DURING 2021

Perkara Perdata Civil Case

Nama Perkara Case Name	Gugatan Wanprestasi Terhadap KSO Yala-Sabaritha Default Lawsuit Against KSO Yala-Sabaritha
Perkara No. Case No.	367/Pdt.G/2021/PN.Jkt.Brt
Lembaga Institution	Pengadilan Negeri Jakarta Barat
Para Pihak Parties	PT PGAS Solution – Penggugat / Plaintiff PT Yala Persada Angkasa – Tergugat I / Defendant I PT Sabaritha Perkasa Abadi – Tergugat II / Defendant II Ir. Seta Perdana – Tergugat III / Defendant III

Nilai Perkara Nilai Perkara	Rp 10.543.630.000,00
Pokok Perkara Subject Matter	Cidera janji terhadap Perjanjian 021/YPA-KSO/X/2018 tentang Pekerjaan Pengadaan Material Untuk Proyek Rehabilitasi Jalan Sidikalang-Kota Buluh-Lawe Pakam Sumatera Utara yang pada intinya KSO Yala-Sabaritha tidak melunasi seluruh pembayaran atas pekerjaan yang telah diselesaikan oleh PT PGAS Solution Breach of promise to Agreement 021/YPA-KSO/X/2018 regarding Material Procurement Work for the Sidikalang-Kota Buluh-Lawe Pakam Road Rehabilitation Project, North Sumatra. In this case, Yala-Sabaritha KSO did not pay all payments for the work that had been completed by PT PGAS Solution
Status Penyelesaian Perkara Case Settlement Status	Mediasi Mediation
Pengaruh Terhadap Kondisi Perseroan Influence on Company Condition	Tidak dibayarkannya piutang KSO Yala-Sabaritha Non-payment of Yala-Sabaritha's KSO receivables

5.16

TATA KELOLA SISTEM INFORMASI DAN TEKNOLOGI INFORMATION GOVERNANCE, COMMUNICATION AND TECHNOLOGY

STRATEGI PENYELARASAN TEKNOLOGI INFORMASI (STRATEGIC ALIGNMENT)

INFORMATION TECHNOLOGY ALIGNMENT STRATEGY (STRATEGIC ALIGNMENT)

Pada tahun 2021 kebutuhan akan transparansi risiko perusahaan lebih diprioritaskan untuk mendorong Perseroan agar senantiasa melakukan Tata Kelola Perusahaan yang Baik khususnya terkait pengelolaan Tata Kelola Sistem Informasi Teknologi.

Secara umum satuan kerja Sistem Informasi Teknologi membangun Tata Kelola dengan tujuan:

- Sebagai penerapan *Good Corporate Governance* (GCG) pada proses penyelenggaraan Sistem Informasi & Teknologi (SI&T);
- Memastikan risiko pada proses penyelenggaraan SI&T dikelola dengan baik;
- Menjadi kerangka kerja bagi proses perencanaan, pengembangan, pengelolaan dan pengendalian SI&T;
- Menyelaraskan kebutuhan bisnis dengan pemanfaatan SI&T;
- Memastikan penggunaan sumber daya SI&T dapat optimal untuk memberikan manfaat pada bisnis.

In 2021, the need for transparency of corporate risks will be prioritized, which aims to encourage the consistent implementation of Good Corporate Governance, especially regarding the management of Information Technology System Governance.

In general, the Information Technology System work unit builds Governance platform with the following objectives:

- As the implementation of Good Corporate Governance (GCG) in the implementation process of the Information System & Technology (IS&T);
- To ensure that the risks in the IS&T implementation process are well managed;
- To create a framework for the IS&T planning, development, management and control process;
- To align business needs with the use of IS&T;
- To ensure the optimal use of IS&T resources to provide benefits to the business.

PRINSIP PENGELOLAAN SUMBER DAYA TI

IT RESOURCE MANAGEMENT PRINCIPLES

Dalam membangun tata Kelola TI yang baik, satuan kerja SIT menerapkan prinsip-prinsip pengelolaan sumber daya TI sebagai berikut:

a. Prinsip Organisasi

Merupakan panduan strategis dalam pengelolaan peran dan tanggung jawab

When building good IT governance, the SIT division applied these IT management principles:

a. Organizational Principles

This principle is a strategic guide in managing the functional roles and responsibilities of the

fungsional organisasi terkait pemanfaatan SI&T yang terdiri dari:

- Pemisahan Peran Pengarah & Pengelola;
- Struktur Organisasi Adaptif;
- Kompetensi berkelanjutan.

b. Prinsip Data dan Informasi

Merupakan panduan bagaimana mengelola serta menjaga data dan informasi perusahaan yang terdiri dari:

- Satuan/Unit kerja adalah pemilik data;
- Data & Informasi adalah aset;
- Terdefinisi Lengkap & Konsisten.

c. Prinsip Teknologi

Merupakan panduan pemilihan, pemanfaatan dan implementasi teknologi informasi untuk menjamin keberlangsungan operasional perusahaan dan bisnis yang terdiri dari:

- Memiliki Interoperabilitas;
- Pengendalian Keragaman Teknologi.

d. Prinsip Aplikasi

Merupakan panduan perencanaan, pengembangan, pemanfaatan dan pemeliharaan aplikasi di lingkungan perusahaan yang terdiri dari:

- Mudah digunakan;
- Independen;
- Enabler Proses Bisnis;
- Agile & Adaptif.

e. Prinsip Keamanan Informasi

Merupakan panduan dalam menjamin kerahasiaan (*confidentiality*), integritas (*integrity*) dan ketersediaan (*availability*) seluruh aset informasi perusahaan yang terdiri dari:

- Keamanan Informasi Tanggung Jawab Bersama;
- Keamanan Berbasis Risiko.

organization related to the use of IS&T which consists of:

- Separation of Steering & Management Roles;
- Adaptive Organizational Structure;
- Continuous Competence.

b. Data and Information Principle

This principle is a guide to manage and maintain company data and information, which consists of:

- The unit/work unit is the owner of the data;
- Data & Information are assets;
- Data & Information should be Completely Defined & Consistent.

c. Technology Principle

This principle is a guide to select, use and implement information technology to ensure the continuity of company and business operations, which consists of:

- Having Interoperability;
- Controlling Technology Diversity.

d. Application Principle

This principle is a guide to plan, develop, utilize and maintain applications in an enterprise environment, which consists of:

- Ease of use;
- Independent;
- Business Process Enablers;
- Agile & Adaptive.

e. Information Security Principle

This principle is a guide to ensure the confidentiality, integrity and availability of all company information assets, which consists of:

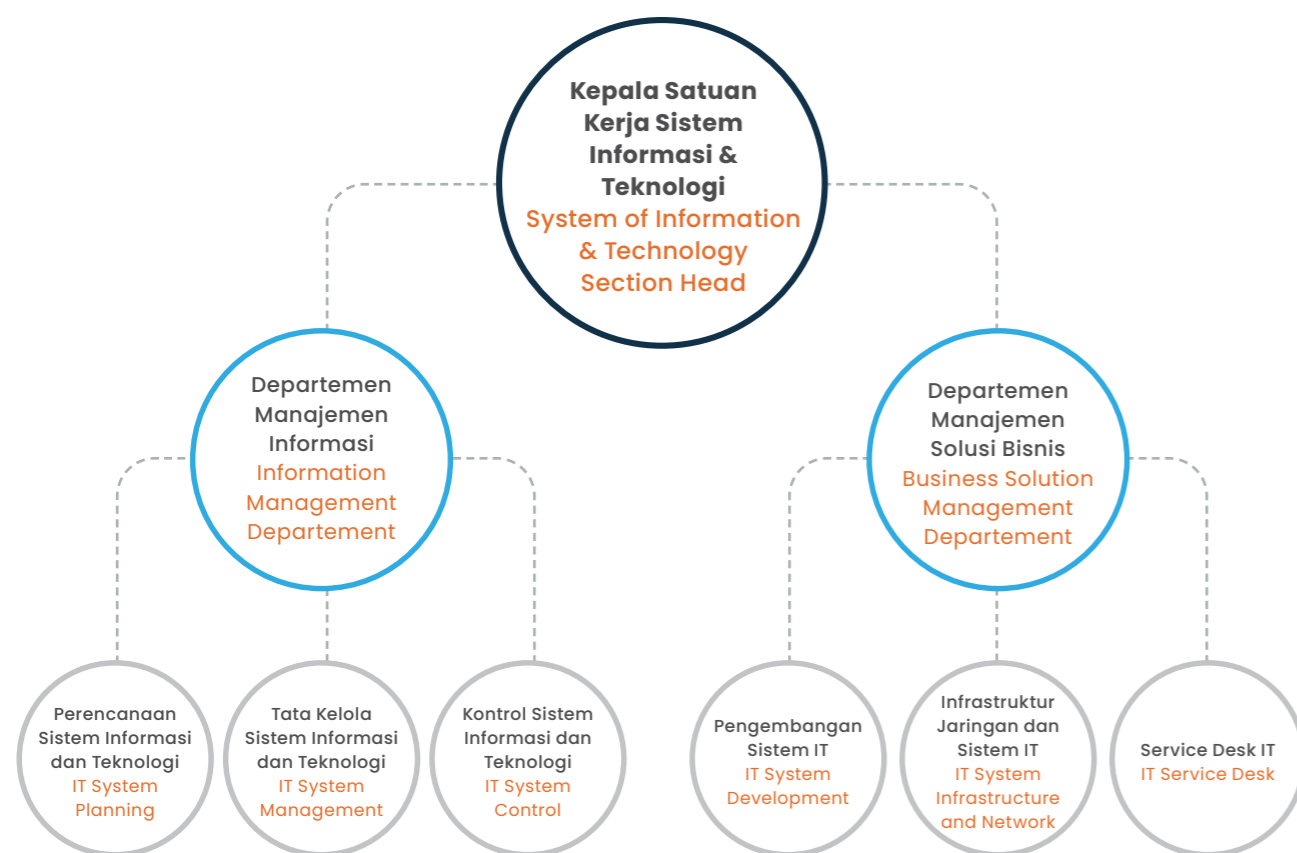
- Information Security a Shared Responsibility;
- Risk-based Security.

SUSUNAN ORGANISASI SISTEM INFORMASI TEKNOLOGI

Mengacu pada prinsip-prinsip di atas, berikut merupakan susunan organisasi SIT periode 2021. Struktur dari Satuan Kerja ini adalah Kepala Satuan Kerja membawahi dua departemen yaitu Manajemen Informasi dan Manajemen Solusi Bisnis. Departemen Manajemen Informasi membawahi tiga fungsi yaitu Fungsi Perencanaan Sistem Informasi dan Teknologi, Fungsi Tata Kelola Sistem Informasi dan Teknologi, dan Fungsi Kontrol Sistem Informasi dan Teknologi. Departemen Manajemen Solusi Bisnis membawahi 3 fungsi yaitu Fungsi Pengembangan Sistem IT, Fungsi Infrastruktur Jaringan dan Sistem IT, dan Fungsi Service Desk IT.

ORGANIZATIONAL STRUCTURE OF INFORMATION TECHNOLOGY SYSTEMS

Referring to the aforementioned principle, the following chart shows the organizational structure of SIT for the 2021 period. The structure of this Work Unit is the Head of the Work Unit oversees two departments: Information Management and Business Solutions Management. The Information Management Department oversees 3 functions: Information System and Technology Planning Function, the Information System and Technology Governance Function, and the Information System and Technology Control Function. The Business Solutions Management Department oversees 3 functions: the IT System Development Function, the IT System and Network Infrastructure Function, and the IT Service Desk Function.



PENCAPAIAN SATUAN KERJA SIT PERIODE 2021

a. Pencapaian Strategis

Pencapaian strategis meliputi pencapaian penyelesaian program kerja, efisiensi biaya operasional, dan pengelolaan risiko TI.

- **Penyelesaian Program Kerja**
Pada tahun 2021 satuan kerja Sistem Informasi Teknologi berhasil menyelesaikan 11 program kerja dari total 12 program kerja yang direncanakan. Hal tersebut terjadi karena adanya perubahan prioritas dari manajemen dan juga menyesuaikan dengan kondisi pandemi Covid-19.
- **Efisiensi Biaya Operasi**
Pada tahun 2021 satuan kerja SIT berhasil melakukan efisiensi anggaran sebesar 12% dengan merubah skema pengelolaan infrastruktur dari server fisik ke server virtual (Cloud) sehingga dapat mencapai Service Level Agreement (SLA) yang tinggi atau *no down time service, recovery management* yang terkendali, dan tingkat security yang lebih baik.
- **Pengelolaan Risiko TI**
Satuan kerja TI pada tahun 2021 telah melakukan pengelolaan risiko TI dengan menerapkan program kerja berbasis risiko sesuai dengan peraturan Perseroan yang berlaku. Rutin melakukan monitoring realisasi mitigasi risiko setiap triwulan.

b. Pencapaian Operasional

Pencapaian operasional meliputi pemenuhan tingkat layanan, ketersediaan layanan pendukung, dan kepuasan pelanggan.

- **Pemenuhan Tingkat Layanan**
Merujuk pada KPI SIT tahun 2021, satuan kerja SIT berhasil meningkatkan tingkat ketersediaan layanan infrastruktur menjadi 99,8% dari target 98%, dan mampu mempertahankan pengelolaan aplikasi korporat dengan pencapaian sebesar 100%.

SIT DIVISION ACHIEVEMENTS FOR THE 2021 PERIOD

a. Strategic Achievements

Strategic achievements include the completion of work programs, operational cost efficiency, and IT risk management.

- **Completion of Work Programs**
In 2021 the Information Technology System work unit has completed 11 out of a total of 12 planned work programs. The disparity happened because of a change in management priorities and adjustment to the conditions of the Covid-19 pandemic.
- **Operational Cost Efficiency**
In 2021 the SIT work unit slashed 12% of the budget by changing the infrastructure management scheme from physical servers to virtual servers (Cloud) with an end goal to achieve high Service Level Agreement (SLA) or *no down time service, recovery management*, and better level of security.
- **IT Risk Management**
In 2021, the SIT work unit has carried out IT risk management through the implementation of risk-based work programs in accordance with applicable Company regulations. The unit also routinely monitored the realization of risk mitigation every quarter.

b. Operational Achievements

Operational achievements include service level fulfillment, availability of support services, and customer satisfaction.

- **Service Level Fulfillment**
According to the 2021 SIT KPI, the SIT work unit has succeeded in increasing the level of availability of infrastructure services to 99.8%, above the initially set target of 98%, and was able to maintain corporate application management with an achievement of 100%.

- **Ketersediaan Layanan Pendukung**
SIT berhasil mencapai KPI SIT 2021 sebagai layanan pendukung, yakni mempertahankan budaya kerja aman sehingga tidak ditemukan adanya insiden K3, dan 100% tiket berhasil diselesaikan dengan baik dengan total 4.778 tiket layanan.
- **Kepuasan Pelanggan**
Hasil survei kepuasan pelanggan internal Perseroan terhadap layanan IT pada tahun 2021 memperoleh nilai 4,97 dari skala 1-6. Sedangkan hasil survey kepuasan pelanggan pada tahun 2020 mendapatkan nilai 4,2 dari skala 1-5. Hasil tersebut menunjukkan bahwa satuan kerja SIT mampu mempertahankan tingkat kepuasan pengguna layanan IT kepada pelanggan internal.

- **Availability of Support Services**
SIT succeeded in achieving the SIT 2021 KPI as a support service, namely maintaining a safe work culture so that no OHS incidents were found. It was also able to serve 4,778 service tickets with 100% completion rate.

- **Customer satisfaction**
The results of the Company's internal customer satisfaction survey in 2021 was 4.73 from a scale of 1-6, with details as follows: 4.97 satisfaction scores for service desk services, 4.57 service product satisfaction scores, and 4.65 for application development satisfaction. Meanwhile, the results of the customer satisfaction survey in 2020 was 4.2 from a scale of 1-5. These results indicate that there is an increase in the satisfaction of IT service users with the services provided by the Information Technology System division.

PENGEMBANGAN PRODUK DIGITAL 2021

DIGITAL PRODUCT DEVELOPMENT IN 2021

Pengembangan produk digital baru pada tahun 2021 sebagai berikut:

a. Produk Digital Legal Assistant (Listen)

Pemilik produk digital ini yaitu satuan kerja Sekretaris Perusahaan, dikembangkan dalam rangka membantu digitalisasi pengelolaan proses dokumen legalitas perusahaan. Produk digital Listen dikembangkan pada tahun 2020 dan direleased pada Mei 2021.

Pengembangan produk digital eksisting pada tahun 2021 sebagai berikut:

a. Produk Digital Keuangan (FASOLUTION)

Pemilik produk digital ini yaitu satuan kerja keuangan yang dikembangkan dalam rangka mendukung penyajian informasi keuangan. Pada tahun 2021 terdapat penambahan beberapa fitur dan proses integrasi yang mendukung proses keuangan.

In 2021, the SIT unit developed these products:

a. Digital Legal Assistant (Listen)

The owner of this digital product is the Corporate Secretary division. It was developed to help digitize the management of the company's legality document process. The Listen digital product was developed in 2020 and released in May 2021.

The development of existing digital products in 2021 is described as follows:

a. Digital Financial (FASOLUTION) Products

The owner of this digital product is the Finance division. This product was developed to support the presentation of financial information. In 2021 several features and integration processes that support the financial process was added.

b. Produk Digital Procurement Integrated Sistem (PIS)

Pemilik produk digital ini yaitu satuan kerja Logistik dan Administrasi yang dikembangkan dalam rangka membantu pengelolaan pengadaan dan manajemen vendor Perusahaan. Pada tahun 2021 terdapat penambahan fitur dan penambahan modul baru seperti modul kontrak payung yang dapat menunjang proses pengadaan perusahaan.

c. Produk Digital Risk Online Sistem (RISOLES)

Pemilik produk digital ini yaitu satuan kerja Proses Bisnis dan Manajemen Risiko (PBMR) yang dikembangkan dalam rangka mendukung proses manajemen risiko yang terdapat di perusahaan, satuan kerja, area, serta keproyekan. Pada tahun 2021 terdapat penambahan beberapa fitur dan fungsi seperti fungsi retired, penambahan fitur risk map, dan sebagainya.

d. Produk Digital Document Management Sistem (DMS)

Pemilik produk digital ini yaitu satuan kerja Proses Bisnis dan Manajemen Risiko (PBMR) yang dikembangkan untuk membantu bisnis Pengelolaan Dokumen baik DAK maupun Dokumen Proyek. Sistem yang digunakan untuk mengelola dokumen di setiap life cycle pada dokumen tersebut. Pada tahun 2021 terdapat penambahan fungsi dan kapasitas penyimpanan.

e. Produk Digital Komersial

Pemilik produk digital ini yaitu satuan kerja Komersial yang dikembangkan untuk proses pendaftaran proyek tender maupun non-tender yang akan bekerja sama dengan perusahaan. Pada tahun 2021 terdapat penambahan dashboard dan beberapa fitur untuk mendukung proses keproyekan.

b. Digital Procurement Integrated System (PIS) Products

The owner of this digital product is the Logistics and Administration division. It was developed to assist the procurement management and vendor management of the Company. In 2021 additional features was added and the addition of new modules such as the umbrella contract module that can support the company's procurement process was developed.

c. Digital Risk Online System (RISOLES) Products

The owner of this digital product is the Business Process and Risk Management (PBMR) division. This product was developed to support the risk management process in the company, division, area, and project. In 2021 additional features and functions such as the retired function, the addition of the risk map feature, and various other feature was developed.

d. Digital Document Management System (DMS) Products

The owner of this digital product is the Business Process and Risk Management (PBMR) division. This product was developed to assist Document Management businesses, both DAK and Project Documents. The system is used to manage documents in each life cycle of the document. In 2021 additional functions and storage capacity was added.

e. Commercial Digital Products

The owner of this digital product is the Commercial division. This product was developed to process registration of tender and non-tender projects that will collaborate with company. In 2021 there a dashboard and several features to support the project process was added.

5.17

AKSES INFORMASI PERUSAHAAN

ACCESS TO COMPANY INFORMATION

PGAS Solution menjalankan prinsip transparansi dan keterbukaan informasi dengan memberitahukan informasi mengenai Perseroan bagi para pemangku kepentingan dan publik secara luas. Perseroan mempublikasikan berita terbarunya melalui berbagai macam media seperti, *website*, *e-mail*, Instagram, Facebook, Twitter, Youtube, LinkedIn, dan Whatsapp.

WEBSITE

Sebagai media utama yang digunakan Perseroan dalam menyajikan informasi lengkap dan data yang dapat diunduh dari sejarah hingga berita Perseroan, dan tersaji dalam bahasa Indonesia dan Inggris. *Website* PGAS Solution dapat diakses di <http://www.pgn-solution.co.id>.

E-MAIL

Perseroan secara terbuka menyiapkan jalur komunikasi dengan para pemangku kepentingan melalui *e-mail* korporat untuk melayani berbagai pertanyaan terkait Perseroan yaitu dengan menghubungi *e-mail*: info@pgn-solution.co.id.



@pgn_solution



pgnsolutionID



@pgn_solution



PT PGAS Solution



<https://www.linkedin.com/company/pgas-solution>



08121188645

PGAS Solution implements the principles of transparency and information disclosure by giving details about the Company to the stakeholders and the general public. The business publishes its latest news through various media, such as *website*, *e-mail*, Instagram, Facebook, Twitter, Youtube, LinkedIn, and Whatsapp.

WEBSITE

This media acts as the primary information dissemination method used by the Company to present complete information and data that might be needed by the general public and stakeholders. In this media, company news, history, and various information are presented in Indonesian and English. The PGAS Solution site can be accessed at <http://www.pgn-solution.co.id>.

EMAIL

The Company has openly prepared a line of communication with stakeholders via corporate *e-mail* to provide various questions related towards the Company. The *e-mail* address is: info@pgn-solution.co.id.

5.18

KODE ETIK PERUSAHAAN

COMPANY'S CODE OF CONDUCT

PGAS Solution menjalankan dan menjabarkan nilai-nilai budaya dan etika dengan menetapkan Keputusan Direksi PT PGAS Solution Nomor: 051660.K/SM.02/ Dirut/2016 tanggal 19 Desember 2016 tentang Pedoman Etika Usaha dan Etika Kerja. Pedoman Etika Usaha dan Etika Kerja Nomor: P-002/100.08 telah mengalami perubahan pertama pada tahun 2018 dan sebagaimana terakhir diubah pada tanggal 27 September 2021. Kode etik perusahaan ini menjadi pedoman internal yang berlaku mengikat di lingkungan Perseroan.

TUJUAN

Tujuan penyusunan Pedoman Etika Usaha dan Etika Kerja adalah:

1. Menjabarkan nilai-nilai dan standar etika selaras dengan visi dan misi PGAS Solution.
2. Menjabarkan nilai-nilai Budaya Perusahaan dan prinsip-prinsip GCG sebagai landasan etika yang harus diikuti oleh insan PGAS Solution dalam melaksanakan tugas.
3. Menjadi acuan perilaku kepada insan PGAS Solution dalam melaksanakan tugas dan tanggung jawab masing-masing dan berinteraksi dengan Stakeholder PGAS Solution termasuk sesama insan PGAS Solution.

RUANG LINGKUP

Pedoman Etika Usaha dan Etika Kerja dipergunakan sebagai panduan bagi seluruh insan PGAS Solution dalam menjalankan aktivitas bisnis serta berhubungan stakeholder. Etika yang berlaku di PGAS Solution adalah:

PGAS Solution implements and describes cultural and ethical values by stipulating the Decree of the Board of Directors of PT PGAS Solution Number: 051660.K/SM.02/Dirut/2016 dated December 19, 2016 concerning Guidelines for Business Ethics and Work Ethics. The Code of Business Ethics and Work Ethics Number: P-002/100.08 was first amended in 2018 and as last amended on September 27, 2021. This company code of ethics is an internal guideline that is binding within the Company.

OBJECTIVE

The Guidelines for Business Ethics and Work Ethics are written to achieve these things:

1. Outlining the values and ethical standards in line with the vision and mission of PGAS Solution.
2. Describing Corporate Culture values and GCG principles, which act as the ethical foundation that should be followed by PGAS Solution personnel in carrying out their duties.
3. Becoming a standard of behavior for PGAS Solution personnel in carrying out their respective duties and responsibilities and interact with PGAS Solution Stakeholders including fellow PGAS Solution personnel.

SCOPES

The Guidelines for Business and Work Ethics are used as a guide for all PGAS Solution personnel in carrying out business activities and interacting with stakeholders. The ethics rule in effect at PGAS Solution are:

Etika Usaha

1. Etika Perseroan dengan Pekerja
2. Etika Perseroan dengan Pelanggan
3. Etika Perseroan dengan Penyedia Barang dan Jasa
4. Etika Perseroan dengan Kreditur/Investor
5. Etika Perseroan dengan Pemerintah
6. Etika Perseroan dengan Masyarakat
7. Etika Perseroan dengan Pesaing
8. Etika Perseroan dengan Pemegang Saham
9. Etika Perseroan dengan Media Massa

Etika Kerja

1. Komitmen Individu
2. Kerja sama antar insan Perseroan
3. Kepatuhan Terhadap Hukum dan Peraturan
4. Menghindari Benturan Kepentingan
5. Larangan Penerimaan Hadiah
6. Larangan Pemberian Hadiah
7. Suap
8. Perlindungan Aset Perseroan
9. Mencatat Data dan Pelaporan
10. Menjaga Kerahasiaan Data dan Informasi Perseroan
11. Menjaga Keselamatan dan Kesehatan Kerja Serta Pengelolaan Lingkungan
12. Larangan Penyalahgunaan Narkotika dan Obat Terlarang (Narkoba) dan Minuman Keras (Miras) serta Perjudian
13. Larangan terhadap Aktivitas Politik
14. Penggunaan Media Sosial

KODE ETIK BERLAKU BAGI SELURUH PEKERJA DI PGAS SOLUTION

Setiap pekerja di PGAS Solution wajib mengikuti panduan dalam bekerja yang tertuang dalam Pedoman Etika Usaha dan Etika Kerja yang bisa diakses melalui Portal Perseroan dan Document Management System (DMS) Perseroan. Perseroan juga secara rutin mensosialisasikan prinsip-prinsip GCG melalui email blast kepada seluruh pekerja sebagai bagian dari upaya Perseroan menjalankan tata kelola perusahaan dengan baik.

Business Ethics

1. Company Ethics with Employees
2. Company Ethics with Customers
3. Company Ethics with Goods and Service Providers
4. Company Ethics with Creditors/Investors
5. Company Ethics with the Government
6. Company Ethics with the Community
7. Company Ethics with Competitors
8. Company Ethics with Shareholders
9. Company Ethics with Mass Media

Work Ethics

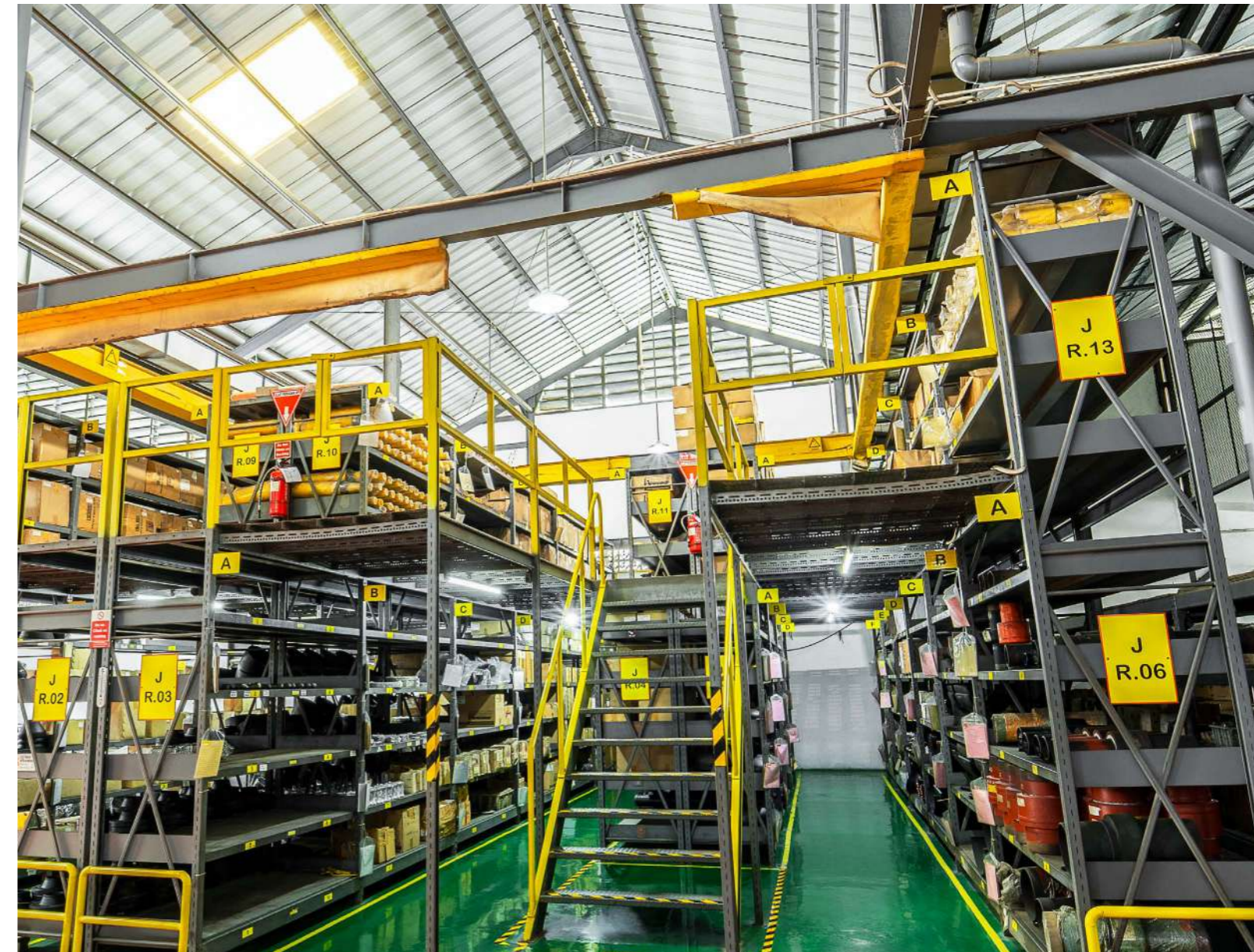
1. Individual Commitment
2. Cooperation between personnel
3. Compliance with Laws and Regulations
4. Avoiding Conflicts of Interest
5. Prohibition of Accepting Gifts
6. Prohibition of Giving Gifts
7. Prohibition of Bribes
8. Protection of Company Assets
9. Recording Data and Reporting
10. Maintaining the Confidentiality of Company Data and Information
11. Maintaining Occupational Health and Safety and Environmental Management
12. Prohibition of Narcotics, Illegal Drugs, and Alcohol Usage, and Gambling
13. Prohibition of Political Activities
14. Careful use of Social Media

CODE OF CONDUCT APPLY TO ALL WORKERS AT PGAS SOLUTION

Every PGAS Solution employee is required to follow the guidelines at work contained in the Guidelines for Business Ethics and Work Ethics. The Guidelines itself can be easily accessed through the Company's Portal and the Company's Document Management System (DMS). As part of the Company's efforts to implement good corporate governance, The Company also regularly informs employees about GCG principles through email blasts.

Setiap pekerja PGAS Solution di seluruh level organisasi juga wajib untuk menjalankan tugas dan tanggung jawabnya sebagaimana tertuang dalam SK Struktur Organisasi dan Tata Kerja PT PGAS Solution, dan menaati peraturan perundang-undangan yang berlaku serta Peraturan Perseroan yang berlaku termasuk Perjanjian Kerja Bersama antara Perseroan dengan Pekerja. Setiap pimpinan satuan/unit kerja wajib memastikan Pedoman Etika Usaha dan Etika Kerja diterapkan dengan baik di satuan/unit kerja yang dipimpinnya. Untuk itu, pimpinan satuan/unit kerja harus melakukan monitoring terhadap pelaksanaannya.

Every PGAS Solution employee, regardless of their organizational position, is also required to carry out their duties and responsibilities as stated in the Decree of Organizational Structure and Work Procedure of PT PGAS Solution. They are also expected to comply with applicable laws and regulation as well as applicable Company Regulations including Collective Labor Agreements between the Company and Employees. Each head of the unit/work unit should ensure that the Guidelines for Business Ethics and Work Ethics are implemented properly in the work unit they lead. Thus, the head of work unit is responsible for monitoring the implementation of the Code of Conduct.



PENYEBARLUASAN KODE ETIK

Pedoman Tata Kelola Perusahaan yang Baik dan Pedoman Kode Etika Usaha dan Etika Kerja telah dipublikasikan melalui portal Perseroan <https://portal.pgn-solution.co.id/login>, website Perseroan <http://pgn-solution.co.id> dan DMS PGAS Solution <https://dms.pgn-solution.co.id/login> serta dapat dengan mudah diakses oleh seluruh Insan PGAS Solution. Etika Kerja dan Etika Usaha wajib dilaksanakan secara konsisten oleh Dewan Komisaris dan Direksi sebagai budaya kerja di Perseroan sebagaimana dituangkan dalam Pakta Integritas.

PELANGGARAN KODE ETIK DAN PEMBERIAN SANKSI TAHUN 2021

Setiap pelanggaran etika usaha dikenakan sanksi sesuai dengan peraturan perundang-undangan yang berlaku, dokumen perikatan terkait, dan Perjanjian Kerja Bersama antara Perseroan dengan Pekerja. Sanksi terhadap pelanggaran etika kerja diatur dalam Perjanjian Kerja Bersama antara Perseroan dan Pekerja atau Peraturan Perseroan yang berlaku. Selama tahun 2021, tidak ada pelanggaran Etika Usaha dan Etika Kerja di Perseroan.

PELANGGARAN KODE ETIK

Satuan Pengawasan Internal melakukan Audit Khusus atas adanya dugaan Pelanggaran Kode Etik dan Pelanggaran tersebut dituangkan kedalam Laporan Hasil Audit beserta Rekomendasinya untuk disampaikan ke Manajemen.

CODE OF CONDUCT DISSEMINATION

Guidelines for Good Corporate Governance and Guidelines for Code of Business Ethics and Work Ethics have been published through the Company's portal <https://portal.pgn-solution.co.id/login>, the Company's website <http://pgn-solution.co.id> and DMS PGAS Solution <https://dms.pgn-solution.co.id/login>. Thus, the documents can be easily accessed by all PGAS Solution Personnel. Work Ethics and Business Ethics must be implemented consistently by the Board of Commissioners and Directors as a work culture in the Company as stated in the Integrity Pact.

VIOLATION OF CODE OF CONDUCT AND PROVISION OF SANCTIONS IN 2021

Every violation of business ethics is subject to sanctions in accordance with applicable laws and regulations, related engagement documents, and Collective Labor Agreements between the Company and Employees. Sanctions for work ethics violation are regulated in the Collective Labor Agreement between the Company and Employees or the applicable Company Regulations. During 2021, there were no Business Ethics and Work Ethics violation in the Company.

VIOLATION OF CODE OF CONDUCT

The Internal Supervision Unit conducts a Special Audit on the alleged Code of Ethics Violation. Such violation is then stated in the Audit Result Report along with its Recommendations to be submitted to Management.

5.19

SISTEM PELAPORAN PELANGGARAN DAN PENGENDALIAN GRATIFIKASI

WHISTLEBLOWING SYSTEM AND GRATUITY CONTROL

SISTEM PELAPORAN PELANGGARAN

WHISTLEBLOWING SYSTEM

Whistleblowing System (WBS) atau sistem pelaporan pelanggaran menjadi bagian dari langkah PGAS Solution dalam meminimalisasi pelanggaran dan memperkecil terjadinya kerugian. Sistem ini akan memberikan informasi penting serta kritis bagi Perseroan dalam menjalankan tata kelola perusahaan yang baik.

PGAS Solution mengeluarkan kebijakan yang mewajibkan Dewan Komisaris, Direksi dan seluruh pekerja PGAS Solution untuk menyampaikan Pelaporan Pelanggaran yang diketahuinya melalui saluran saluran WBS yang berlaku di Perusahaan. Pelaporan dan pengelolaan atas suatu dugaan pelanggaran harus dilakukan dengan itikad baik dan bukan atas dasar kepentingan pribadi atas balas dendam. Pelaporan Pelanggaran mengedepankan manfaat untuk kepentingan Perusahaan dan seluruh Stakeholders.

Berikut adalah jenis-jenis pelanggaran yang dapat dilaporkan:

1. Korupsi termasuk di dalamnya Suap dan Gratifikasi;
2. Kecurangan;
3. Perbuatan melanggar hukum dan peraturan Perusahaan (termasuk pencurian, penggunaan kekerasan terhadap pekerja, pemerasan, penggunaan narkoba, pelecehan, perbuatan kriminal lainnya);

The Whistleblowing System (WBS) or the violation reporting system is designed as a part of PGAS Solution's many steps in minimizing violations and losses. This system will provide important and critical information for the Company in carrying out good corporate governance.

PGAS Solution issued a policy requiring the Board of Commissioners, Board of Directors and all PGAS Solution employees to report any violations that they might know through Company-wide WBS channels. Reporting and management of an alleged violation must be done in good faith, as opposed to be based on personal interest and revenge. Violation Reporting prioritizes benefit and the interest of the Company and all its stakeholders.

Employees can report these types of violations:

1. Corruption, including Bribery and Gratification;
2. Cheating;
3. Acts that violate Company laws and regulations (including theft, use of violence against workers, extortion, drug use, harassment, other criminal acts);

4. Pelanggaran ketentuan perpajakan atau peraturan perundang-undangan lainnya;
5. Pelanggaran Pedoman Etika Usaha dan Etika Kerja;
6. Perbuatan yang dapat menimbulkan kerugian finansial atau non-finansial terhadap perusahaan atau merugikan kepentingan perusahaan;

Perseroan dapat menambah atau mengurangi daftar perbuatan yang dapat dilaporkan ini untuk mempermudah pekerja mendeteksi perbuatan yang dapat dilaporkan.

MEKANISME PELAPORAN

Whistleblower atau pelapor dapat menyampaikan laporannya kepada Komite Etik, baik yang menyangkut Dewan Komisaris, Direksi maupun Pekerja Perseroan. Bentuk laporan dapat disampaikan secara tertulis melalui salah satu kanal resmi Perseroan, yaitu:

- Melalui website PGN : www.pgn.co.id
- Melalui email Komite Etik WBS: etik@pgn.co.id
- Penyampaian surat resmi yang ditujukan kepada Perusahaan c.q Komite Etik, dengan alamat :
**PT Perusahaan Gas Negara Tbk
Komite Etik
Graha PGAS Lantai 3
Jl. K.H Zainul Arifin No.20 – Jakarta 11140**
- Penyampaian secara lisan kepada anggota Komite Etik yang ditugaskan. Daftar anggota Komite Etik akan disampaikan kepada seluruh pekerja PGAS Solution melalui komunikasi dengan fungsi Satuan Pengawasan Internal PGAS Solution.
- Melalui saran dan Saluran Pelaporan Pelanggaran lain yang disediakan oleh Komite Etik.

Untuk mempercepat dan mempermudah proses tindak lanjut pelaporan, maka Pelapor dihibau untuk memberikan informasi mengenai data diri, yang sekurang-kurangnya memuat alamat/nomor telepon/handphone dan email. Kerahasiaan data pelapor dijamin oleh Perseroan.

4. Violation of tax provisions or other laws and regulations;
5. Violation of the Guidelines for Business Ethics and Work Ethics;
6. Actions that can cause financial or non-financial losses to the company or harm the interests of the company;

The Company can expand or shrink the list of reportable acts to make it easier for employees to detect reportable acts.

REPORTING MECHANISM

Whistleblowers can submit their reports to the Ethics Committee, both concerning the Board of Commissioners, Directors and Employees of the Company. Reports can be submitted in written form through one of the Company's official channels, namely:

- Via the PGN website: www.pgn.co.id
- Via WBS Ethics Committee email: etik@pgn.co.id
- Submission of an official letter addressed to the Company c.q Ethics Committee, at the following address:
**PT Perusahaan Gas Negara Tbk
Ethics Committee
Graha PGAS Floor 3
Jl. K.H Zainul Arifin No.20 – Jakarta 11140**
- Oral reporting to assigned members of the Ethics Committee. The Ethics Committee's member list will be conveyed to all PGAS Solution employees through communication with the PGAS Solution Internal Oversight Unit function.
- Through suggestions and other Violation Reporting Channels provided by the Ethics Committee.

In order to speed up and simplify the follow-up reporting process, the Whistleblower is encouraged to provide personal information, which at least should contain an address/phone number/mobile phone and email. Whistleblowers' data privacy is guaranteed by the Company.

WBS yang berlaku di PT PGAS Solution, terintegrasi dengan Whistleblowing System PT Pertamina Gas Negara Tbk (PGN), termasuk dalam hal organ Whistleblowing System dan media pelaporan yang digunakan.

Proses Penanganan Pelaporan Pelanggaran

1. Penerimaan pelaporan pelanggaran oleh Komite Etik dilaksanakan menggunakan mekanisme yang berlaku di PT Perusahaan Gas Negara Tbk
2. Komite Etik dapat melakukan komunikasi dengan pihak Pelapor Pelanggaran dan fungsi terkait lain di PGAS Solution dalam rangka melakukan verifikasi atas informasi Pelaporan Pelanggaran yang diterima.
3. Dalam melaksanakan kegiatan Verifikasi, Komite Etik melakukan pemeriksaan administratif berupa kecukupan pemenuhan kriteria pelanggaran untuk selanjutnya memutuskan tindak lanjut Pelaporan Pelanggaran tersebut yaitu:
 - Apabila hasil Verifikasi menunjukkan bahwa Pelaporan Pelanggaran tidak sesuai dengan kriteria pelanggaran maka Pelaporan Pelanggaran tersebut akan ditutup atau selesai.
 - Apabila hasil Verifikasi menunjukkan bahwa Pelaporan Pelanggaran telah memenuhi kriteria pelanggaran, maka Komite Etik akan melanjutkan ke tahap Penelaahan.
4. Dalam melaksanakan kegiatan Penelaahan, Komite Etik melakukan pemeriksaan substantif berupa analisis informasi dan pencarian informasi terkait kecukupan bukti permulaan atas Pelaporan Pelanggaran.
5. Komite Etik dapat berkoordinasi dengan Pelapor Pelanggaran dan/ atau fungsi terkait lain di PGAS Solution dalam rangka melaksanakan penelaahan atas Pelaporan Pelanggaran.
6. Dari hasil Penelaahan, Komite Etik menentukan tindak lanjut atas Pelaporan Pelanggaran sebagaimana berikut:

The WBS applicable at PT PGAS Solution is integrated with the Whistleblowing System of PT Pertamina Gas Negara Tbk (PGN), including the organ of Whistleblowing System and reporting media used.

Process for Handling Violation Reports

1. Violation reports are accepted by the Ethics Committee through the applicable mechanism at PT Perusahaan Gas Negara Tbk
2. The Ethics Committee may start a communication with the Whistleblower and other related functions at PGAS Solution in order to verify the information received by the Whistleblower.
3. When verifying the reported case, the Ethics Committee conducts administrative checks in the form of adequacy of compliance with the criteria for violations to further decide on the follow-up to the Reporting of Violations. There are several possible outcomes, which are:
 - If the Verification results show that the violation reported does not match the criteria for the violation, the Violation Reporting will be closed or considered as completed.
 - If the Verification result shows that the violation reported has met the criteria for the violation, the Ethics Committee will proceed to the Review stage.
4. When reviewing cases, the Ethics Committee conducts substantive examinations by analysing and seeking information to determine the adequacy of preliminary evidence of the current case.
5. The Ethics Committee may coordinate with the Whistleblower and/or other related functions at PGAS Solution in order to carry out a review of the report.
6. Based on the results of the review, the Ethics Committee determines the follow-up to the violation report as follows:

- a. Apabila hasil Penelaahan menunjukkan bahwa bukti permulaan yang dikumpulkan belum mencukupi maka Pelaporan Pelanggaran akan ditutup atau selesai, kecuali terdapat informasi tambahan yang diterima oleh Komite Etik baik yang berasal dari pelapor maupun pihak lain.
- b. Apabila dari hasil Penelaahan diperoleh bukti permulaan yang mencukupi untuk menunjukkan bahwa suatu peristiwa pelanggaran telah terjadi, maka Komite Etik akan menyusun laporan hasil Penelaahan dan menentukan tindak lanjut penanganan Pelaporan Pelanggaran tersebut yang terdiri dari:
 - Memberikan rekomendasi agar dilakukan Audit Investigasi atas permasalahan atau perkara yang dilaporkan kepada Direktur Utama PGN atau kepada Komisaris Utama PGN jika terdapat indikasi keterlibatan Direktur Utama PGN baik secara langsung maupun tidak langsung dalam permasalahan atau perkara tersebut.
 - Menyerahkan penyelesaian permasalahan atau perkara kepada fungsi terkait di PGN Group
7. Komite Etik melaksanakan penyusunan laporan hasil penelaahan dan pemantauan atas status pelaporan pelanggaran yang usulan tindak lanjutnya telah diserahkan kepada pihak manajemen PGN
8. Komite Etik dapat melakukan koordinasi dengan fungsi Satuan Pengawasan Internal PGAS Solution dalam pelaksanaan Audit Investigasi jika diperlukan.
9. Komite Etik dapat memberikan rekomendasi kepada PGAS Solution dalam rangka perbaikan pengendalian internal Perusahaan yang didasari temuan dalam proses penanganan Pelaporan Pelanggaran.
10. Komite Etik dapat menginformasikan dan/atau memberikan tanggapan atas status proses penyelesaian Pelaporan Pelanggaran kepada

- a. If the review results show that the initial evidence collected is insufficient, the Violation Report will be closed or considered as completed, unless there is additional information received by the Ethics Committee, both from the complainant and other parties.
- b. If the review results show that there is sufficient preliminary evidence to show that a violation has occurred, Ethics Committee will prepare a report on the results of the review and determine the follow-up to the handling of the violation report, which are comprised by these following actions:
 - A recommendation for an Investigation Audit to be carried out on problems or cases reported to the President Director of PGN or to the President Commissioner of PGN if there are indications of the involvement of the President Director of PGN, either directly or indirectly in the matter or case.
 - Submission of the resolution of problems or cases to related functions in the PGN Group
7. The Ethics Committee carries out the preparation of reports on the results of the review and monitoring of the status of the violation reports whose follow-up proposals have been submitted to PGN management
8. The Ethics Committee can coordinate with the PGAS Solution Internal Supervision Unit function in carrying out the Investigation Audit if necessary.
9. The Ethics Committee can provide recommendations to PGAS Solution in the context of improving the Company's internal control based on findings in the Violation Report handling process.
10. The Ethics Committee may inform and/ or provide a response on the status of the Violation Reporting settlement process to the

pihak Pelapor Pelanggaran yang meminta penjelasan atas Pelaporan Pelanggaran yang diajukannya.

Perlindungan Pelapor

1. PGAS Solution dan PGN berkewajiban untuk melindungi Pelapor Pelanggaran dalam rangka memberikan keyakinan kepada Stakeholder PGAS Solution untuk menyampaikan Pelaporan Pelanggaran melalui WBS atas dugaan pelanggaran yang terjadi di lingkungan PGAS Solution.
2. Perlindungan Pelaporan Pelanggaran meliputi;
 - Upaya melindungi kerahasiaan identitas Pelapor Pelanggaran dan isi laporannya dari pihak-pihak yang tidak berkepentingan.
 - Upaya perlindungan keamanan bagi Pelapor Pelanggaran maupun keluarganya. Jika diperlukan PGAS Solution dan PGN dapat berkoordinasi dengan pihak berwenang sebagai upaya perlindungan keamanan tersebut.
3. Terhadap Pelapor Pelanggaran yang merupakan Pekerja di lingkungan PGAS Solution, Perusahaan harus melindungi Pekerja dari upaya balas dendam (retaliation) yang berpotensi timbul di lingkungan kerja, antara lain;
 - a. Pemecatan yang tidak adil;
 - b. Penurunan jabatan atau pangkat;
 - c. Pelecehan atau diskriminasi dalam segala bentuknya, dan;
 - d. Catatan yang merugikan dalam file data pribadi (personal file record).

Ketentuan-ketentuan kerahasiaan dan perlindungan terhadap Pelapor tersebut akan tetap berlaku selama Pelapor menjaga kerahasiaan pelanggaran yang diadukan kepada pihak manapun, dengan cara, bentuk dan kondisi apapun, dan tidak/ belum menjadi konsumsi publik baik sebelum atau setelah pelaporan. Pada tahun 2021, PGAS Solution tidak mendapatkan adanya laporan pelanggaran melalui WBS.

Violation Reporting Party who requests an explanation of the Violation Report submitted by him.

Whistleblower Protection

1. PGAS Solution and PGN are obliged to protect Whistleblowers. This is done to boost the confidence of PGAS Solution Stakeholders to submit Violation Reports through WBS for alleged violations that occurred within PGAS Solution.
2. Violation Reporting Protection includes;
 - Efforts to protect the Whistleblowers' identity confidentiality and the contents of the report from unauthorized parties.
 - Efforts to protect security for Whistleblowers and their families. If necessary, PGAS Solution and PGN can coordinate with the authorities as an effort to protect this security.
3. Whistleblowers who are Employees within PGAS Solution should be protected by the Company against retaliation efforts that could potentially arise in the work environment, such as;
 - a. Unfair dismissal;
 - b. Demotion;
 - c. Harassment or discrimination in all its forms, and;
 - d. Adverse records in personal data files (personal file records).

The provisions on confidentiality and protection of the Whistleblower will remain in effect as long as the Whistleblower maintains the confidentiality of the reported violation to any party, in any way, form and condition, and making sure that the reported issue does not/has not become available to the general public either before or after reporting. In 2021, PGAS Solution did not receive any reports of violations through WBS.

SISTEM PENGENDALIAN GRATIFIKASI

GRATIFICATION CONTROL SYSTEM

PGAS Solution mengeluarkan kebijakan yang mewajibkan Dewan Komisaris, Direksi dan seluruh pekerja PGAS Solution dilarang untuk menerima dan wajib menolak Gratifikasi yang diketahui sejak awal berhubungan dengan jabatannya dan berlawanan dengan kewajiban atau tugasnya, meliputi Gratifikasi yang diterima:

- terkait dengan pemberian layanan pada pelanggan atau masyarakat, di luar penerimaan yang sah;
- terkait dengan tugas dalam proses penyusunan anggaran, di luar penerimaan yang sah;
- terkait dengan tugas dalam proses pemeriksaan, audit, monitoring dan evaluasi, di luar penerimaan yang sah;
- terkait dengan pelaksanaan perjalanan dinas, di luar penerimaan yang sah/resmi dari PGAS Solution;
- dalam proses penerimaan/promosi/mutasi Pekerja;
- dalam proses komunikasi, negosiasi dan pelaksanaan kegiatan dengan pihak lain terkait dengan pelaksanaan tugas dan kewenangannya;
- sebagai akibat dari perjanjian Kerjasama/kontrak/kesepakatan dengan pihak lain;
- sebagai ungkapan terima kasih sebelum, selama atau setelah proses pengadaan barang dan jasa;
- merupakan hadiah atau souvenir bagi Solutionation selama kunjungan Kedinasan;
- merupakan fasilitas entertainment, fasilitas wisata, voucher yang diterima oleh Solutionation dalam kegiatan yang terkait dengan pelaksanaan tugas dan kewajibannya dengan Pemberi Gratifikasi, yang tidak relevan dengan penugasan yang diterima;

PGAS Solution issued a policy banning the Board of Commissioners, Board of Directors and all PGAS Solution from accepting gratifications that are known from the start to be related to their position and are contrary to their obligations or duties, including Gratuities received in these conditions:

- related to the provision of services to customers or the public, outside of legal income streams;
- related to tasks in the budgeting process, outside of legal income streams;
- related to tasks in the process of inspection, auditing, monitoring and evaluation, outside of legal income streams;
- related to the implementation of official trips, outside of a legal/official receipt from PGAS Solution;
- in the process of recruitment/promotion/transfer of Workers;
- in the process of communication, negotiation and implementation of activities with other parties related to the implementation of their duties and authorities;
- as a result of Cooperation agreements/contracts/agreements with other parties;
- as an expression of gratitude before, during or after the process of procuring goods and services;
- is a gift or souvenir for Solutionation during an official visit;
- in the form of entertainment facilities, tourist facilities, vouchers received by Solutionation in activities related to the implementation of their duties and obligations with the Gratification Giver, which are not relevant to the assignment received;

- dalam rangka mempengaruhi kebijakan/keputusan/perlakuan pemangku kewenangan; atau
- dalam pelaksanaan penugasan yang terkait dengan jabatan dan bertentangan dengan kewajiban/tugas Solutionation.

Dewan Komisaris, Direksi dan seluruh pekerja PGAS Solution juga dilarang untuk memberikan Gratifikasi kepada Pegawai Negeri atau Penyelenggara Negara lainnya yang berhubungan dengan jabatan dan berlawanan dengan kewajiban atau tugasnya.

PELAPORAN GRATIFIKASI

- Dewan Komisaris, Direksi dan seluruh pekerja PGAS Solution wajib melaporkan penerimaan dan/atau penolakan Gratifikasi atas pemberian yang berhubungan dengan jabatan dan berlawanan dengan kewajiban atau tugasnya.
- Pelaporan dapat langsung disampaikan kepada KPK melalui sistem online pada alamat <https://gol.kpk.go.id> dengan terlebih dahulu mendaftarkan akun apabila belum pernah terdaftar sebelumnya, atau melalui aplikasi GOL KPK yang terlebih dahulu dapat diunduh melalui platform mobile phone masing-masing
- Pelaporan penolakan gratifikasi dan pelaporan penerimaan gratifikasi juga dapat disampaikan kepada Fungsi Satuan Pengawasan Internal PGAS Solution selaku Unit Pengendalian Gratifikasi yang ditunjuk oleh perseroan, menggunakan formulir yang berlaku sesuai dengan ketentuan di PGAS Solution dan dikirimkan melalui email ke : spi@pgn-solution.co.id.

Pada tahun 2021 PGAS Solution tidak mendapatkan adanya laporan penolakan dan atau laporan penerimaan gratifikasi.

- given to influence the policy/decision/treatment of the authorities; or
- given in the process of carrying out assignments related to the position and contrary to the obligations/duties of the Solution.

The Board of Commissioners, Board of Directors and all employees of PGAS Solution are also prohibited from giving Gratification to Civil Servants or other State Administrators related to positions and contrary to their obligations or duties.

GRATIFICATION REPORT

- The Board of Commissioners, Board of Directors and all PGAS Solution employees are required to report acceptance and/or rejection of Gratification for gifts related to their positions and contrary to their obligations or duties.
- Reports can be submitted directly to the KPK through the online system at the address <https://gol.kpk.go.id> by first registering an account if the person reporting the gratification has not registered before, or through the KPK GOL application which can first be downloaded via the respective mobile phone platform.
- Reports on rejection of gratification and reporting on acceptance of gratification can also be submitted to the PGAS Solution Internal Supervision Unit Function as the Gratification Control Unit appointed by the company, using the applicable form in accordance with the provisions in PGAS Solution and sent via email to: spi@pgn-solution.co.id.

In 2021 PGAS Solution did not receive any gratification rejection and/or acceptance reports.



**LAPORAN
KEUANGAN AUDIT**
AUDITED FINANCIAL STATEMENTS

06