



RUKUN RAHARJA



# Meaningful Contributions to The Nation and Society

**2021**

Laporan Tahunan / Annual Report

## Tema dan Arti Tema

### Theme and Meaning of Theme

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## Meaningful Contributions to The Nation and Society

Sebagai entitas yang menjalankan usaha penyediaan energi yang terintegrasi dari hulu hingga hilir, PT Rukun Raharja Tbk senantiasa memberikan kontribusi terbaik dan bermakna dalam mendukung ketersediaan energi di tanah air. Manajemen terus membangun fundamental bisnis yang solid serta menjalankan pengelolaan secara prudent dan bertanggung jawab agar Perseroan dapat tumbuh secara berkelanjutan dengan kesehatan keuangan yang terjaga serta reputasi yang baik.

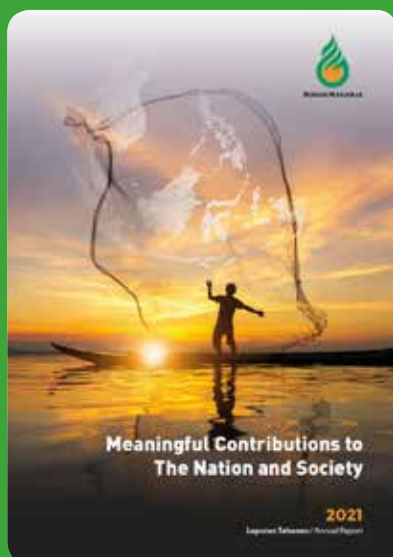
Pandemi Covid-19 yang masih mempengaruhi iklim bisnis di tahun 2021 serta tantangan lainnya yang menimbulkan gejolak dinamika bisnis tidak menghambat komitmen Perseroan untuk terus memberikan nilai dan manfaat kepada karyawan, pelanggan, mitra usaha, pemerintah, dan masyarakat lokal. Perseroan menginginkan agar perjalanan bisnis yang berkelanjutan ini dapat memberikan arti bagi pertumbuhan bangsa dan negara, secara umum, serta lingkungan masyarakat, secara khusus.

As an entity that runs an integrated energy supply business from upstream to downstream, PT Rukun Raharja Tbk always makes the best and meaningful contribution in supporting energy availability in the country. Management continues to build solid business fundamentals and carry out prudent and responsible management so that the Company can grow sustainably with maintained financial health and a good reputation.

The Covid-19 pandemic, which still affected the business climate in 2021, and other challenges that caused turbulence in business dynamics did not hamper the Company's commitment to providing value and benefits to employees, customers, business partners, government, and local communities. The Company wishes to have this sustainable business journey provide meaning for the growth of the nation and state in general and the community in particular.

# Sanggahan dan Batasan Tanggung Jawab

## Disclaimer and Scope of Responsibility



Laporan Tahunan 2021 PT Rukun Raharja Tbk (yang selanjutnya disebut “Rukun Raharja” atau “Perseroan”) ini disusun untuk memenuhi ketentuan pelaporan hasil kinerja Perseroan pada periode 1 Januari 2021 sampai dengan 31 Desember 2021 kepada regulator dan pemangku kepentingan. Laporan Tahunan ini antara lain disusun berdasarkan Peraturan Otoritas Jasa Keuangan No. 29/POJK.04/2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik dengan muatan konten sesuai Surat Edaran Otoritas Jasa Keuangan No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.

Laporan Tahunan ini memuat pernyataan terkait tujuan, kebijakan, rencana, strategi, serta hasil operasi dan keuangan yang disusun berdasarkan data faktual yang dapat dipertanggungjawabkan kebenarannya. Selain itu, Laporan Tahunan ini juga menyajikan informasi terkait proyeksi kerja Perseroan di tahun selanjutnya yang disusun berdasarkan pernyataan-pernyataan prospektif dan berbagai asumsi mengenai kondisi mendatang Perseroan, serta lingkungan bisnis yang terkait, sehingga dapat mengakibatkan perkembangan aktual secara material berbeda dari yang dilaporkan. Oleh karena itu, Perseroan mengimbau agar pemangku kepentingan dapat menggunakan informasi tersebut secara bijak dalam pengambilan keputusan.

The 2021 Annual Report of PT Rukun Raharja Tbk (hereinafter referred to as “Rukun Raharja” or “the Company”) was prepared to meet the requirements of reporting the Company’s performance results for the period of 1 January 2021 to 31 December 2021 to the regulator and stakeholders. This Annual Report has been compiled based on Financial Services Authority Regulation No. 29/POJK.04/2016 on Annual Reports of Issuers or Public Companies with content in accordance with Financial Services Authority Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of the Issuers or Public Companies Annual Reports.

This Annual Report contains statements related to objectives, policies, plans, strategies, and results of operations and finance compiled based on factual data that is justifiable. In addition, this Annual Report also presents information related to the Company’s work projections for the following year compiled based on prospective statements and various assumptions regarding the Company’s future conditions, as well as the related business environment, which may result in actual developments that are materially different from those reported. Therefore, the Company urges stakeholders to use the information with discretion in their decision making.

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# Kilas Kinerja

## Performance Highlight



“Pada tahun 2021, melalui Entitas Anak, Perseroan mengakuisisi PT Majuko Utama Indonesia, PT Artha Prima Energy, dan PT Artificial Teknologi Persada.”

“In 2021, through its Subsidiaries, the Company acquired PT Majuko Utama Indonesia, PT Artha Prima Energy, and PT Artificial Teknologi Persada.”





# Pencapaian Tahun 2021

## 2021 Year in Review

### Kinerja Keuangan

#### Financial Performance



#### Pendapatan Usaha

Revenues

2021

USD **98.15**

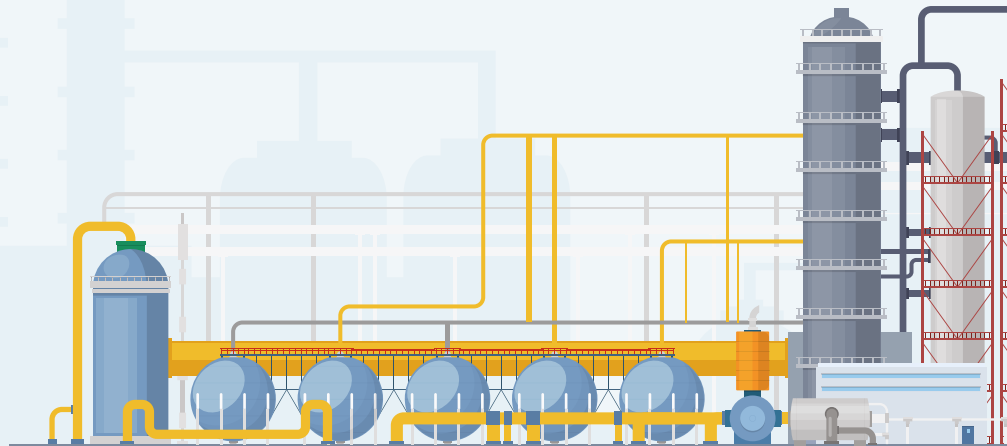
2020

USD98.76

2019

USD122.13

juta / million



### Kinerja Operasional

#### Operational Performance



#### Perdagangan Gas Alam

Natural Gas Trading

juta MMBTU / million MMBTU

2021

**12.40**

2020

12.07

2019

13.36



#### Perdagangan Compressed Natural Gas (CNG)

Compressed Natural Gas (CNG) Trading

ribu MMBTU / thousand MMBTU

2021\*

**146.61**

2020

N/A

2019

N/A



#### Jasa Pengangkutan Gas

Gas Transportation Services

juta MMSCF / million MMSCF

2021

**18.11**

2020

11.98

2019

14.81

\* Menjadi bagian Perseroan mulai tahun 2021.

\* Became part of the Company starting in 2021.





**Total Aset**  
Total Assets

2021	
USD	<b>245.60</b>
2020	2019
USD166.64	USD180.44
juta / million	



**Laba Tahun Berjalan**  
Income for the Year

2021	
USD	<b>3.40</b>
2020	2019
USD2.52	USD6.34
juta / million	



**Jasa Kompresi**  
Compression Service

juta MSCF / million MSCF

2021	
<b>10.07</b>	
2020	2019
9.57	9.59



**Pengolahan Air Bersih**  
Clean Water Treatment

juta m<sup>3</sup> / million m<sup>3</sup>

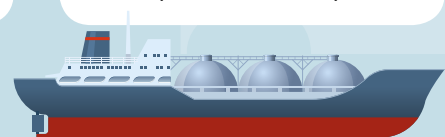
2021*	
<b>1.44</b>	
2020	2019
N/A	N/A



**Terminal Liquefied Petroleum Gas (LPG)**

Liquefied Petroleum Gas (LPG) Terminal  
juta Kg / million Kg

2021*	
<b>7.09</b>	
2020	2019
N/A	N/A



\* Fasilitas selesai dibangun dan mulai beroperasi tahun 2021.  
\* The facility was completely built and started operating in 2021.

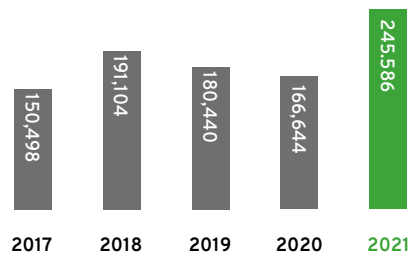


## Ikhtisar Keuangan Financial Highlights

Uraian	2021	2020	2019	2018	2017	Description
<b>Laporan Posisi Keuangan Konsolidasian / Consolidated Statements of Financial Position</b> (dalam USD / in USD)						
Total Aset	245,586,152	166,644,038	180,440,085	191,104,140	150,497,787	Total Assets
Total Aset Lancar	66,717,853	61,506,974	70,789,312	66,868,761	49,495,867	Total Current Assets
Total Aset Tidak Lancar	178,868,299	105,137,064	109,650,774	124,235,379	101,001,920	Total Non-Current Assets
Total Liabilitas	120,468,896	43,397,453	57,738,790	59,348,916	30,269,730	Total Liabilities
Total Liabilitas Jangka Pendek	19,701,199	21,807,586	23,516,436	17,833,522	21,667,676	Total Current Liabilities
Total Liabilitas Jangka Panjang	100,767,697	21,589,867	34,222,355	41,515,394	8,602,054	Total Non-Current Liabilities
Total Ekuitas	125,117,256	123,246,585	122,701,295	131,755,224	120,228,057	Total Equity
Total Liabilitas dan Ekuitas	245,586,152	166,644,038	180,440,085	191,104,140	150,497,787	Total Liabilities and Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian / Consolidated Statements of Profit or Loss and Other Comprehensive Income</b> (dalam USD / in USD)						
Pendapatan Bersih	98,146,630	98,764,724	122,131,956	118,108,044	148,890,795	Revenues
Beban Pokok Pendapatan	(82,725,743)	(82,671,897)	(105,032,586)	(97,600,789)	(124,421,379)	Cost of Revenues
Laba Bruto	15,420,887	16,092,828	17,099,370	20,507,254	24,469,416	Gross Profit
Beban Umum dan Administrasi	(10,810,082)	(10,429,479)	(14,251,151)	(14,282,428)	(22,587,024)	General and Administrative Expenses
Pendapatan (Beban) Lain-Lain	2,500,367	1,288,337	8,279,394	14,362,060	18,888,613	Other Income (Expense)
Laba Usaha	7,111,172	6,951,686	11,127,613	20,586,887	20,771,006	Operating Profit
Beban Keuangan/Bunga	(2,459,506)	(2,467,433)	(2,079,304)	(5,518,401)	(2,505,228)	Finance/Interest Costs
Laba Sebelum Pajak Penghasilan	4,651,666	4,484,253	9,048,309	15,068,486	18,265,778	Profit Before Income Tax
Total Beban Pajak Penghasilan	(1,254,935)	(1,960,840)	(2,710,907)	(2,634,608)	(4,472,001)	Total Income Interest Expenses
Laba Tahun Berjalan	3,396,731	2,523,413	6,337,402	12,433,878	13,793,777	Income for the Year
Pemilik Entitas Induk	2,252,268	1,389,428	5,706,456	11,431,532	11,661,704	Owners of the Parent Entity
Kepentingan Non-Pengendali	1,144,463	1,133,984	630,947	1,002,346	2,132,073	Non-Controlling Interests
Penghasilan Komprehensif Lain	130,287	(77,516)	(158,185)	143,919	598,085	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	3,527,018	2,445,897	6,179,217	12,577,797	14,391,862	Comprehensive Income for the Year
Pemilik Entitas Induk	2,366,249	1,316,174	5,564,605	11,547,186	12,054,442	Owners of the Parent Entity
Kepentingan Non-Pengendali	1,160,769	1,129,723	614,613	1,030,611	2,337,420	Non-Controlling Interests
Laba per Saham yang Diatribusikan kepada Pemilik Entitas Induk	0.00053	0.00033	0.00133	0.00278	0.00286	Earnings per Share Attributable to Owners of the Parent Entity
<b>Arus Kas Konsolidasian / Consolidated Statement of Cash Flow</b> (dalam USD / in USD)						
Arus Kas dari (untuk) Aktivitas Operasi	(3,462,616)	17,044,962	4,760,366	10,663,035	(8,483,660)	Cash Flows from (for) Operating Activities
Arus Kas dari (untuk) Aktivitas Investasi	(72,465,029)	(1,967,480)	(24,084,732)	(5,493,112)	40,747,026	Cash Flows from (for) Investing Activities
Arus Kas dari (untuk) Aktivitas Pendanaan	75,977,817	1,893,409	21,122,742	(16,433,442)	(32,399,525)	Cash Flows from (for) Financing Activities
<b>Rasio Keuangan / Financial Ratios</b> (dalam % / in %)						
<b>Rasio Laba</b>						<b>Profitability Ratio</b>
Margin Laba Bersih	2.29	1.41	4.67	9.68	7.83	Net Profit Margin
Laba Bersih terhadap Total Aset	0.92	0.83	3.16	5.98	7.75	Net Profit to Total Assets
Laba Bersih terhadap Total Ekuitas	2.21	1.38	5.64	12.45	14.70	Net Profit to Total Equity
<b>Rasio Solvabilitas</b>						<b>Solvency Ratio</b>
Total Liabilitas terhadap Total Ekuitas	96.28	35.21	47.06	45.04	25.18	Total Liabilities to Total Equity
Total Liabilitas terhadap Total Aset	49.05	26.04	32.00	31.06	20.11	Total Liabilities to Total Assets
<b>Rasio Likuiditas</b>						<b>Liquidity Ratio</b>
Rasio Kas	197.23	177.95	92.85	112.36	59.31	Cash Ratio
Rasio Lancar	338.65	282.04	301.02	374.96	228.43	Current Ratio

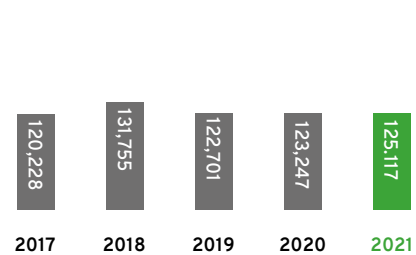
## Total Aset Total Assets

dalam ribuan USD / in thousand USD



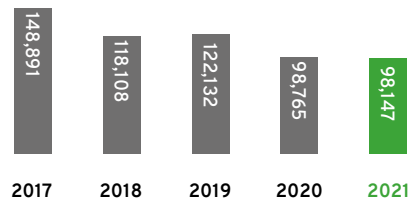
## Total Ekuitas Total Equity

dalam ribuan USD / in thousand USD



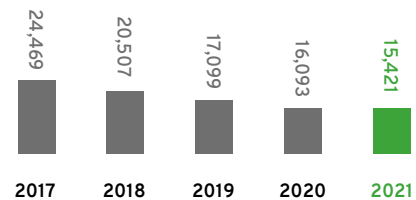
## Pendapatan Bersih Revenues

dalam ribuan USD / in thousand USD



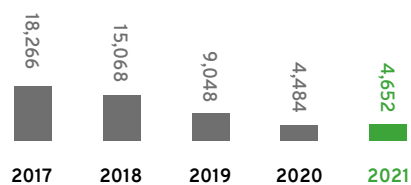
## Laba Bruto Gross Profit

dalam ribuan USD / in thousand USD



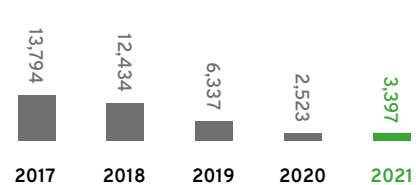
## Laba Sebelum Pajak Penghasilan Profit Before Income Tax

dalam ribuan USD / in thousand USD



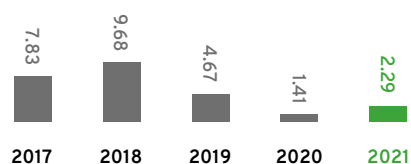
## Laba Tahun Berjalan Income for the Year

dalam ribuan USD / in thousand USD



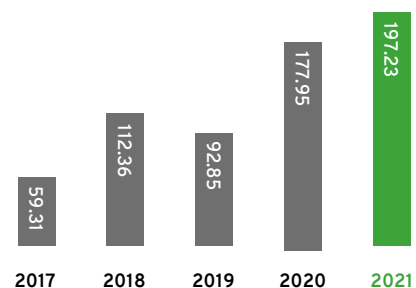
## Margin Laba Bersih Net Profit Margin

dalam % / in %



## Rasio Kas Cash Ratio

dalam % / in %



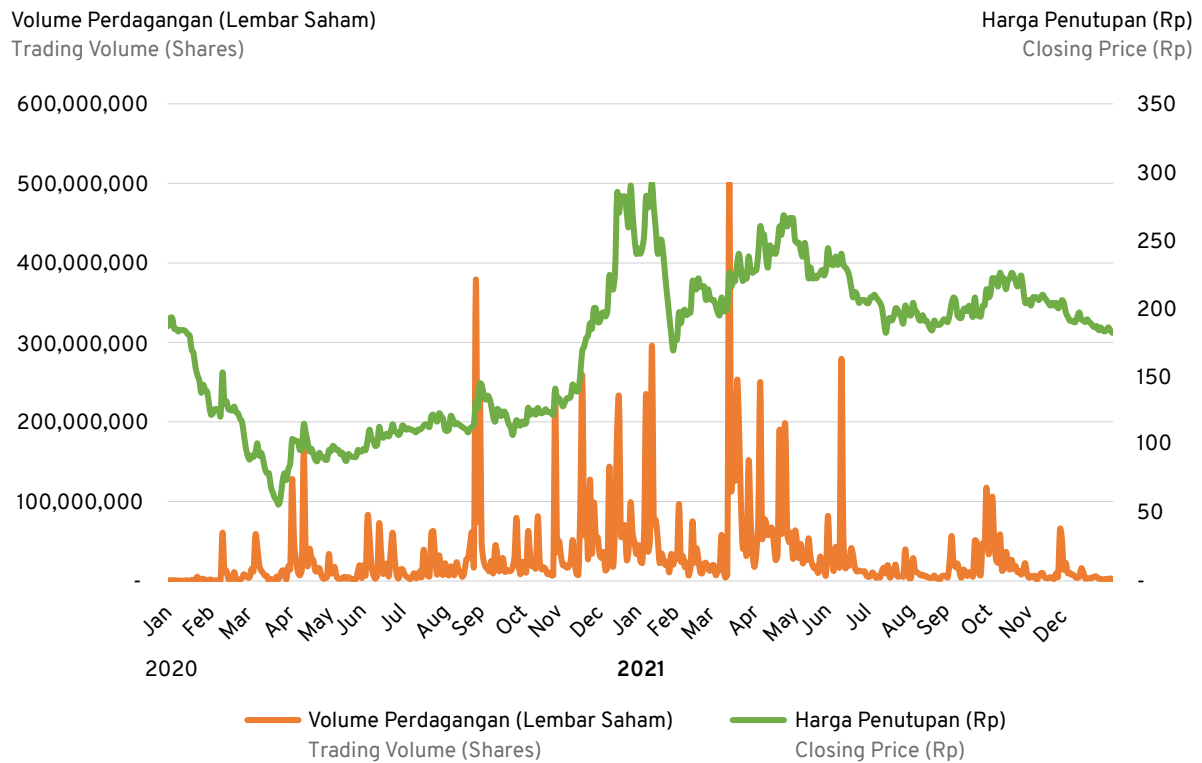


## Ikhtisar Operasional Operational Highlights

Uraian	2021	2020	2019	2018	2017	Description
Perdagangan Gas (MMBTU)	12,398,093	12,066,180	13,360,228	12,278,557	16,333,139	Gas Trading (MMBTU)
Perdagangan CNG (MMBTU)	146,608	-	-	-	-	CNG Trading (MMBTU)
Jasa Pengangkutan Gas (MSCF)	18,114,973	11,979,452	14,808,921	19,131,645	15,538,478	Gas Transportation Services (MSCF)
Jasa Kompresi (MSCF)	10,074,714	9,566,405	9,590,108	12,808,377	9,740,307	Compression Services (MSCF)
Pengolahan Air Bersih (m <sup>3</sup> )	1,436,164	-	-	-	-	Clean Water Treatment (m <sup>3</sup> )
Terminal LPG (Kg)	7,087,240	-	-	-	-	LPG Terminal (Kg)

## Ikhtisar Saham Shares Highlights

Periode Period	Harga Terendah Lowest Price (Rp)	Harga Tertinggi Highest Price (Rp)	Harga Penutupan Closing Price (Rp)	Volume Transaksi (Lembar) Transaction Volume (Shares)	Jumlah Saham Beredar (Lembar) Total Outstanding Shares (Shares)	Kapitalisasi Pasar Market Capitalization (Rp)
<b>2021</b>						
Q1	181	308	228	62,472,683	4,227,082,500	963,774,810,000
Q2	202	286	206	50,800,786	4,227,082,500	870,778,995,000
Q3	187	214	214	14,743,035	4,227,082,500	904,595,655,000
Q4	181	234	182	14,659,378	4,227,082,500	769,329,015,000
<b>2020</b>						
Q1	69	89	82	18,472,800	4,227,082,500	346,620,765,000
Q2	107	112	109	13,897,500	4,227,082,500	460,751,992,500
Q3	111	116	114	8,401,500	4,227,082,500	481,887,405,000
Q4	252	274	252	48,405,400	4,227,082,500	1,065,224,790,000



## Aksi Korporasi dan Perdagangan Saham

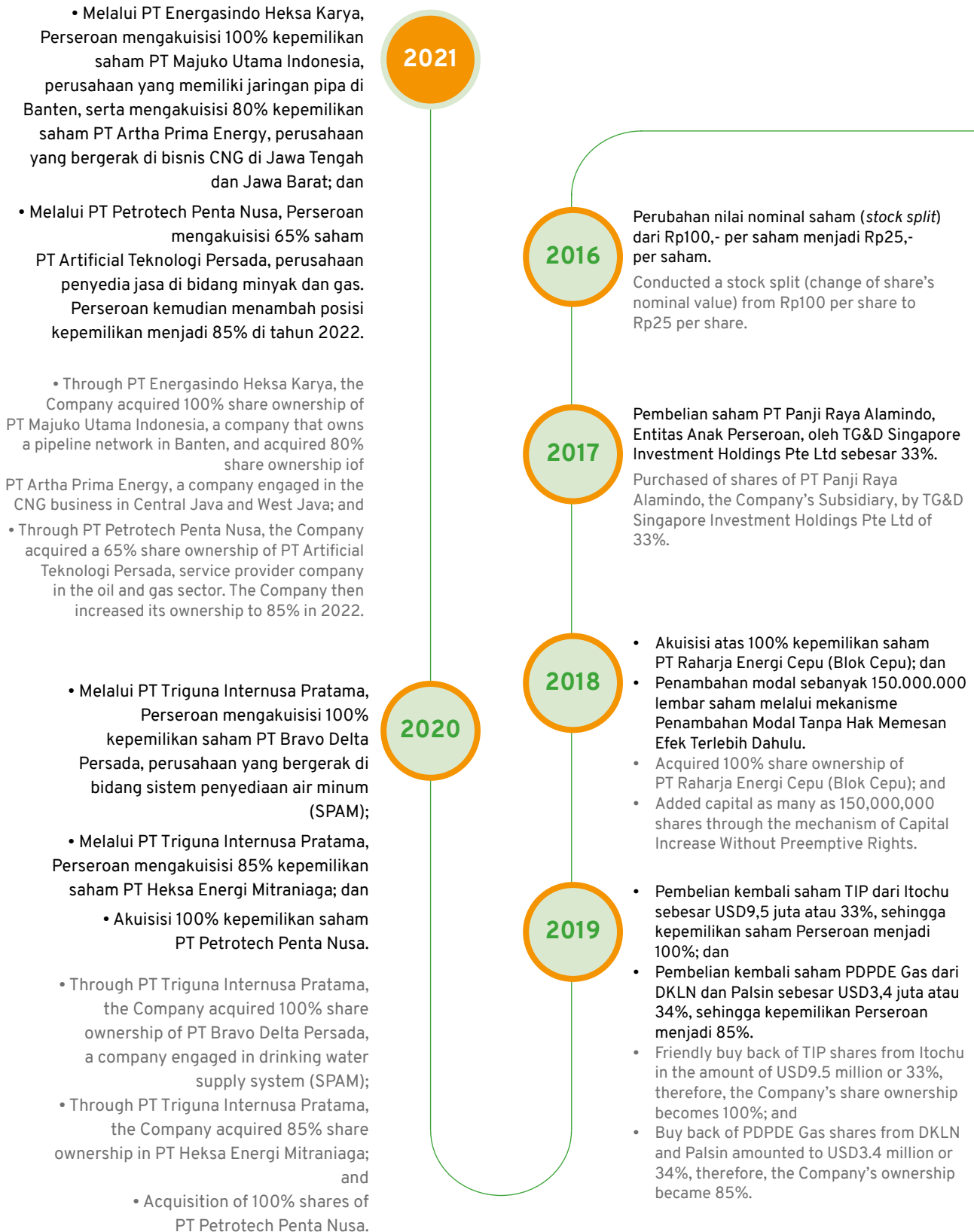
Pada tahun 2021, Perseroan tidak melakukan aksi korporasi, baik dalam bentuk pemecahan saham, penggabungan saham, dividen saham, saham bonus, penerbitan efek konversi, serta perubahan nilai nominal saham atau jumlah saham beredar. Perseroan juga tidak mengalami permasalahan di bidang perdagangan saham, seperti penghentian sementara atau penghapusan pencatatan saham.

## Corporate Actions and Stock Trading

Throughout 2021, the Company did not perform corporate action, either in the form of the stock split, reverse stock, stock dividend, bonus stock, convertible securities issuance, and changes to share nominal value or total outstanding shares. The Company did not experience any issues in stock trading, such as temporary suspension or delisting of its listed shares.



## Jejak Langkah Milestones



Pelaksanaan Penawaran Umum Terbatas II dengan Hak Memesan Efek Terlebih Dahulu yang berjumlah 339.756.875 lembar saham dengan harga pelaksanaan Rp677,- per saham.

Conducted Limited Public Offering II with Preemptive Rights of the total shares of 339,756,875 shares at an execution price of Rp677 per share.

2012

Akuisisi PT Trimitra Cipta Mandiri, melalui PT Triguna Internusa Pratama, dalam rangka menambah portofolio bisnis.

Acquired PT Trimitra Cipta Mandiri, through PT Triguna Internusa Pratama, in the framework of expanding its business portfolio.

2011

Akuisisi PT Panji Raya Alamindo, PT Triguna Internusa Pratama, dan PT Energasindo Heksa Karya yang menjadikan Perseroan mengubah bidang usaha menjadi sektor energi melalui segmen usaha perdagangan gas jasa transportasi gas dan pengelolaan, serta pemeliharaan infrastruktur gas.

Acquired PT Panji Raya Alamindo, PT Triguna Internusa Pratama, and PT Energasindo Heksa Karya which made the Company changed its line of business to the energy sector through the business segments of gas trading, gas transportation services, and gas infrastructure maintenance and operation services.

2010

Perubahan Anggaran Dasar Perseroan sesuai dengan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.

Amendments to the Company's Articles of Association in accordance with Law No. 40 of 2007 on Limited Liability Company.

2008

Didirikan dengan nama Rukun Raharja di Jakarta dan bergerak di bidang usaha perumahan.

Incorporated under the name of Rukun Raharja in Jakarta and engaged in housing sector.

1993

Pelaksanaan Penawaran Umum Saham Perdana yang tercatat di Bursa Efek Surabaya (saat ini Bursa Efek Indonesia) dengan kode saham: RAJA.

Conducted Initial Public Offering of its Shares on Surabaya Stock Exchange (now Indonesia Stock Exchange) with the ticker code: RAJA.

2003

Ekspansi pada sektor jasa logistik dan pengolahan pelabuhan yang berlokasi di Sulawesi Utara dengan mengakuisisi PT Cahaya Saguna Niketana.

Expanded its business to logistics services and port management services in North Sulawesi by acquiring PT Cahaya Saguna Niketana.

2004

Pelaksanaan Penawaran Umum Terbatas I dengan Hak Memesan Efek Terlebih Dahulu yang berjumlah 362.718.750 lembar saham dengan harga pelaksanaan Rp100,- per saham.

Conducted Limited Public Offering I with Preemptive Rights of the total shares of 362,718,750 shares at an execution price of Rp100 per share.

2005



## Peristiwa Penting Significant Events

01 April  
April



Perseroan mengakuisisi 100% kepemilikan saham PT Majuko Utama Indonesia.

The Company acquired 100% share ownership of PT Majuko Utama Indonesia.

27 April  
April



Pelaksanaan Rapat Umum Pemegang Saham (RUPS) Tahunan dan Luar Biasa di Hotel Indonesia Kempinski, Plataran Ramayana, Jl. MH Thamrin No. 1, Menteng, Jakarta Pusat.

The Annual and Extraordinary General Meeting of Shareholders (GMS) was held at Hotel Indonesia Kempinski, Plataran Ramayana, Jl. MH Thamrin No. 1, Menteng, Central Jakarta.

31 Mei  
May



Perseroan mengakuisisi 80% kepemilikan saham PT Artha Prima Energy.

The company acquired 80% share ownership of PT Artha Prima Energy.

10 September  
September



Perseroan menyelenggarakan paparan publik secara virtual di *Public Expose Live 2021* yang tersedia di situs web Bursa Efek Indonesia.

The Company held a virtual public exposure at the Public Expose Live 2021, which is available on the Indonesia Stock Exchange website.

28 Oktober  
October



Perseroan mengakuisisi 65% kepemilikan saham PT Artifisial Teknologi Persada.

The Company acquired 65% share ownership of PT Artifisial Teknologi Persada.



05 Desember  
December



Uji coba PT Bravo Delta Persada.  
Commissioning PT Bravo Delta Persada.

08 Desember  
December



Uji coba Terminal LPG Rembang.  
Commissioning LPG Terminal Rembang.

## Penghargaan dan Sertifikasi Awards and Certifications

### Penghargaan / Awards



**Penghargaan BPH Migas 2021**  
**Kategori Badan Usaha Niaga Gas Bumi Melalui**  
**Pipa Volume Terbesar**  
2021 BPH Migas Award  
Category of Natural Gas Trading Business Entities  
Through Largest Volume Pipes

**Peraih / Awardee:**  
PT Energasindo Heksa Karya

**Penyelenggara / Organizer:**  
Badan Pengatur Hilir Minyak Bumi dan Gas Bumi (BPH  
Migas)  
Downstream Oil and Gas Regulatory Agency (BPH Migas)



**Penghargaan Kecelakaan Nihil**  
Zero Accident Award

**Peraih / Awardee:**  
PT Triguna Internusa Pratama  
**Penyelenggara / Organizer:**  
Menteri Ketenagakerjaan Republik Indonesia  
Minister of Manpower of the Republic of Indonesia



## Sertifikasi / Certification

### PT Energasindo Heksa Karya



**Sertifikasi OHSAS 18001:2007**  
OHSAS 18001:2007 Certification

**Penyelenggara / Organizer:**  
PT Sucofindo

**Periode / Period:**  
23 September 2019-11 Maret 2021  
23 September 2019-11 March 2021



**Sertifikasi Sistem Manajemen Kesehatan dan Keselamatan Kerja**  
Award Certification of Occupational Health and Safety Management System

**Penyelenggara / Organizer:**  
Menteri Ketenagakerjaan Republik Indonesia  
Minister of Manpower of the Republic of Indonesia

**Periode / Period:**  
29 Maret 2019-28 Maret 2022  
29 March 2019-28 March 2022

### PT Triguna Internusa Pratama



**Sertifikasi ISO 9001:2015**  
ISO 9001:2015 Certification

**Penyelenggara / Organizer:**  
QS ZURICH AG

**Periode / Period:**  
16 Maret 2021-13 Maret 2022  
16 March 2021-13 March 2022



**Sertifikasi ISO 14001:2015**  
ISO 14001:2015 Certification

**Penyelenggara / Organizer:**  
QS ZURICH AG

**Periode / Period:**  
26 Maret 2020-13 Maret 2021  
26 March 2020-13 March 2021



**Sertifikasi ISO 45001:2018**  
ISO 45001:2018 Certification

**Penyelenggara / Organizer:**  
PT Sucofindo

**Periode / Period:**  
4 Februari 2019-3 Februari 2022  
4 February 2019-3 February 2022



**Sertifikasi Penghargaan Sistem Manajemen Kesehatan dan Keselamatan Kerja**

Award Certification of Occupational Health and Safety Management System

**Penyelenggara / Organizer:**  
Menteri Ketenagakerjaan Republik Indonesia

**Periode / Period:**  
29 Maret 2019-28 Maret 2022  
29 March 2019-28 March 2022



**Sertifikasi Laik Operasi**  
Operation Eligibility Certification

**Penyelenggara / Organizer:**  
PT Serkolinas Aman Nusantara

**Periode / Period:**  
18 Juli 2019-18 Juli 2034  
18 July 2019-18 July 2034



**Sertifikat Kualifikasi / Contractor Safety Management System (CSMS)**

Certificate of Qualification Contractor Safety Management System (CSMS)

**Penyelenggara / Organizer:**  
Pertamina Hulu Kalimantan Timur

**Periode / Period:**  
6 Maret 2020-5 Maret 2022  
6 March 2020-5 March 2022



**Sertifikat Kualifikasi / Contractor Safety Management System (CSMS)**

Certificate of Qualification Contractor Safety Management System (CSMS)

**Penyelenggara / Organizer:**  
PT Indonesia Power PLTGU Cilegon

**Periode / Period:**  
28 Januari 2021-10 Januari 2023  
28 January 2021-10 January 2023

## Keanggotaan pada Asosiasi Association Membership

Nama Asosiasi Association Name	Skala Asosiasi Association Scale	Posisi Perseroan Company Position
Indonesia Natural Gas Trader Association (INGTA)	Nasional / National	Anggota / Member (Keanggotaan melalui / membership through PT Energasindo Heksa Karya)
Kamar Dagang dan Industri Indonesia (KADIN) Indonesian Chamber of Commerce and Industry (KADIN)	Nasional / National	Anggota / Member (Keanggotaan melalui / membership through PT Triguna Internusa Pratama)
Lembaga Pengembangan Jasa Konstruksi (LPJK) Construction Services Development Agency (LPJK)	Nasional / National	Anggota / Member (Keanggotaan melalui / membership through PT Triguna Internusa Pratama)

# Laporan Manajemen

## Management Report



“Pemulihan ekonomi global dan nasional mulai pulih seiring dengan akselerasi pengendalian Covid-19 serta stimulus kebijakan fiskal dan moneter yang ditempuh pemerintah berbagai negara, termasuk Indonesia.”

“The global and national economy began to recover in line with the acceleration in controlling Covid-19 as well as fiscal and monetary policy stimulus pursued by the governments of various countries, including Indonesia.”

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## Laporan Dewan Komisaris

### Report of the Board of Commissioners

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“Kami mengapresiasi strategi yang dipersiapkan Direksi untuk meraih peluang usaha di tengah dinamika bisnis yang datang silih berganti di sepanjang tahun.”

“We appreciate the strategy prepared by the Board of Directors to seize business opportunities in the midst of the business dynamics that come and go throughout the year.”

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## Rudiantara

Komisaris  
Commissioner

### Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Segenap jajaran Dewan Komisaris PT Rukun Raharja Tbk bersyukur dapat melewati tahun 2021 dengan kesehatan yang terjaga dan pencapaian yang lebih baik dari tahun sebelumnya. Di tahun tersebut, pemulihan ekonomi global dan nasional mulai pulih seiring dengan akselerasi pengendalian Covid-19 serta stimulus kebijakan fiskal dan moneter yang ditempuh pemerintah berbagai negara, termasuk Indonesia. Peningkatan kembali aktivitas ekonomi yang sempat melemah ini mendorong permintaan terhadap sumber energi, termasuk yang berasal dari gas bumi. Hal ini turut berdampak pada pertumbuhan kinerja Perseroan secara sehat dan berkelanjutan.

### Penilaian Kinerja Direksi

Kami mengapresiasi strategi yang dipersiapkan Direksi untuk meraih peluang usaha di tengah dinamika bisnis yang datang silih berganti di sepanjang tahun. Tantangan Perseroan tidak hanya berasal dari pandemi Covid-19 dan efek domino yang ditimbulkannya, tetapi juga dari perubahan kebijakan pemerintah terkait harga gas bumi tertentu. Hal ini menyebabkan upaya Perseroan untuk meningkatkan pendapatan dengan memanfaatkan peningkatan permintaan komoditas gas bumi harus terhambat pada batasan tarif penyaluran gas yang telah ditetapkan.

Dear Esteemed Shareholders and Stakeholders,

The entire Board of Commissioners' members of PT Rukun Raharja Tbk is grateful to be able to pass 2021 with maintained health and better achievements than in the previous year. In that year, the global and national economy began to recover in line with the acceleration in controlling Covid-19 as well as fiscal and monetary policy stimulus pursued by the governments of various countries, including Indonesia. The re-emergence of economic activity that was weakened has boosted demand for energy sources, including those from natural gas. This also has an impact on the Company's performance growth in a sound and sustainable manner.

### Performance Assessment of Board of Directors

We appreciate the strategy prepared by the Board of Directors to seize business opportunities in the midst of the business dynamics that come and go throughout the year. The Company's challenges do not only come from the Covid-19 pandemic and its domino effect, but also from amendments to government policies related to certain natural gas prices. This caused the Company's efforts to increase revenue by taking advantage of the increasing demand for natural gas commodities to be hampered by the stipulated gas distribution tariff limits.



Meskipun demikian, Direksi tetap mendorong pertumbuhan distribusi dan penjualan di tengah pengendalian penyebaran Covid-19 di lingkungan internal perusahaan. Upaya ini disertai dengan efisiensi beban sehingga Perseroan dapat mempertahankan laba positif, bahkan tumbuh dari tahun sebelumnya.

Kami juga mengapresiasi strategi yang telah disiapkan Direksi untuk pengembangan usaha Perseroan secara menyeluruh. Ekspansi usaha pada penyediaan jasa *temporary supply point* LPG melalui PT Heksa Energi Mitraniaga (Entitas Anak PT Triguna Internusa Pratama) dan bisnis air bersih melalui PT Bravo Delta Persada (Entitas Anak PT Triguna Internusa Pratama) telah berjalan dengan baik dan menghasilkan pendapatan usaha. Kami pun meyakini bahwa kerja sama investasi dengan Pertamina Gas untuk pembangunan pengoperasian dan pemeliharaan bersama proyek pipa Rokan, serta akuisisi 3 Entitas Anak secara langsung maupun tidak langsung akan menjadi sumber pendapatan baru dan potensial bagi Perseroan di masa mendatang.

## Pandangan atas Prospek Usaha

Kami meyakini prospek usaha Perseroan di tahun 2022 akan terus membaik, seiring pemulihan ekonomi yang terus berlanjut serta kegiatan usaha minyak dan gas yang berangsur-angsur membaik. Optimisme ini ditunjang dengan diversifikasi dan pengembangan usaha yang telah dilakukan Perseroan hingga saat ini, termasuk dengan memasuki bisnis *oil and gas services*.

Kami melihat bahwa Direksi telah mempersiapkan langkah-langkah untuk mengeksekusi setiap strategi bisnis secara terperinci, akurat, dan tepat sasaran. Kami pun berkomitmen untuk mendukungnya melalui pengawasan dan pemberian nasihat yang semakin baik dari waktu ke waktu. Kami pun mengingatkan Direksi untuk tetap berhati-hati terhadap ketidakpastian yang dapat timbul serta terus bergerak lincah dalam menghadapi kemungkinan tersebut.

## Pandangan atas Penerapan Tata Kelola Perusahaan

Pengembangan usaha Perseroan harus dilandasi dengan kualitas tata kelola perusahaan yang semakin mumpuni dari waktu ke waktu. Kami melihat bahwa Direksi dan seluruh organ tata kelola memiliki kesadaran yang tinggi akan hal tersebut sebagaimana terwujud dari pemenuhan tugas dan tanggung jawab serta kesadaran terhadap peraturan yang berlaku. Sistem pengendalian internal dan sistem manajemen risiko pun semakin meningkat kualitasnya, terutama dengan diintegrasikannya pengelolaan aspek sosial dan lingkungan hidup ke dalam aspek ekonomi Perseroan.

Nevertheless, the Board of Directors continues to encourage distribution and sales growth amidst controlling the Covid-19 spread in the Company's internal environment. This effort is accompanied by expense efficiency so that the Company can maintain positive profits, even growing from that of previous year.

We also appreciate the strategy prepared by the Board of Directors for the overall development of the Company's business. Business expansion in the provision of LPG temporary supply point services through PT Heksa Energi Mitraniaga (Subsidiary of PT Triguna Internusa Pratama) and clean water business through PT Bravo Delta Persada (Subsidiary of PT Triguna Internusa Pratama) has been running well and generating operating income. We also believe that the investment cooperation with Pertamina Gas for the joint operation and maintenance development of Rokan pipeline project, as well as the direct or indirect acquisition of 3 Subsidiaries will become a new and potential source of income for the Company in the future.

## Views on Business Outlook

We believe that the Company's business prospects in 2022 will continue to improve, as the economic recovery continues and the oil and gas business activities gradually improve. This optimism is supported by the diversification and business development carried out by the Company to date, including by entering the oil and gas services business.

We see that the Board of Directors has prepared steps to execute each business strategy in detail, accurately, and on target. We are also committed to supporting it through monitoring and providing better advice from time to time. We also remind the Board of Directors to remain careful of the uncertainties that may arise and to continue to move swiftly in dealing with these possibilities.

## View on Implementation of Good Corporate Governance

The Company's business development must be based on the corporate governance quality that increases from time to time. We see that the Board of Directors and all governance organs have a high awareness of this matter as manifested in the fulfillment of duties and responsibilities as well as awareness of the applicable regulations. The quality of internal control system and risk management system is also improving, especially with the integration of the management of social and environmental aspects into the Company's economic aspects.



## Perubahan Komposisi Dewan Komisaris

Tidak terdapat keputusan RUPS yang mengubah komposisi anggota Dewan Komisaris Perseroan di tahun 2021. Namun demikian, Perseroan kehilangan Bapak M Senang Sembiring sebagai Komisaris Utama Independen yang telah meninggal dunia pada tanggal 4 Juli 2021. Kami menyampaikan terima kasih yang sebesar-besarnya atas dukungan dan kerja sama beliau dalam memajukan Perseroan.

## Apresiasi

Kami berterima kasih dan mengapresiasi setiap kontribusi dan kerja sama yang diberikan kepada Perseroan sehingga dapat bertahan melewati masa-masa yang sulit hingga saat ini. Kami berharap agar hubungan yang baik ini dapat terus berlanjut dalam jangka panjang sehingga Perseroan dapat merealisasikan harapan-harapan Pemegang Saham dan pemangku kepentingan secara berkelanjutan.

## Changes in the Board of Commissioners' Composition

There were no GMS resolutions that changed the composition of the Company's Board of Commissioners in 2021. However, the Company lost Mr. M Senang Sembiring as Independent President Commissioner who passed away on 4 July 2021. We express our deepest gratitude for his support and cooperation in advancing the Company.

## Appreciation

We would like to thank and appreciate every contribution and cooperation given to the Company so that it can survive through the difficult times until now. We hope that this good relationship can continue in the long term so that the Company can realize the expectations of Shareholders and stakeholders in a sustainable manner.

Atas nama Dewan Komisaris PT Rukun Raharja Tbk,  
On behalf of the Board of Commissioners of PT Rukun Raharja Tbk,



**Rudiantara**

Komisaris  
Commissioner



## Laporan Direksi Report of the Board of Director

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**“Kebijakan penyesuaian harga gas yang diterapkan pemerintah kemudian menjadi tantangan bagi para pelaku usaha sektor migas, termasuk Perseroan. Kebijakan tersebut mengakibatkan penurunan yang signifikan dari pendapatan Perseroan, terutama di pipa Gresik.”**

**“The gas price adjustment policy implemented by the government became a challenge for business actors in the oil and gas sector, including the Company. This policy resulted in a significant decrease in the Company’s revenue, especially in Gresik pipeline.”**

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## Djauhar Maulidi

Direktur Utama  
President Director

### Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Segala puji dan syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa yang telah melimpahkan rahmat dan karunia-Nya, sehingga PT Rukun Raharja Tbk (Perseroan) mampu mencatatkan kinerja yang solid, meskipun masih di tengah kondisi perekonomian yang menantang dan belum sepenuhnya pulih dari dampak pandemi Covid-19. Selanjutnya, sebagai bentuk pertanggungjawaban kami terkait kepengurusan Perseroan di sepanjang tahun 2021 sesuai dengan rencana dan target yang telah ditetapkan, kami menyampaikan Laporan Direksi tahun 2021. Melalui laporan ini, kami memaparkan perjalanan bisnis, tantangan yang dihadapi, strategi yang ditempuh, serta kinerja yang dihasilkan Perseroan.

### Tinjauan Ekonomi dan Industri

Meskipun masih dibayangi pandemi Covid-19, proses pemulihan ekonomi telah berjalan dengan baik. Pertumbuhan ekonomi global dan nasional masing-masing mencatatkan pertumbuhan sebesar 5,7% dan 3,69% setelah berkontraksi pada tahun sebelumnya. Berbagai indikator makroekonomi juga mencatatkan kinerja yang lebih baik dibandingkan periode sebelumnya, seperti volume perdagangan dan harga komoditas yang meningkat menjadi 9,8% dan 59,6%. Dari dalam negeri,

Dear Valuable Shareholders and Stakeholders,

We would like to first extend all praise and gratitude to the presence of God Almighty who has bestowed His grace and blessings so that PT Rukun Raharja Tbk (the Company) was able to record a solid performance, even though it was still in the midst of challenging economic condition that was not yet fully recovered from the impact of the Covid-19 pandemic. As a form of our responsibility regarding the management of the Company throughout 2021 in accordance with the plans and targets set, we hereby convey the Board of Directors' Report for 2021. Through this report, we describe the business journey, challenges faced, strategies adopted, and the performance generated by the Company.

### Economic and Industrial Overview

Although still overshadowed by the Covid-19 pandemic, the economic recovery process has been going well. The global and national economic growth recorded growth of 5.7% and 3.69%, respectively, after contracting in the previous year. Various macroeconomic indicators also recorded better performance compared to those of previous period, such as trading volume and commodity prices which increased to 9.8% and 59.6%, respectively. Domestically, economic growth was driven by



pertumbuhan ekonomi didorong oleh peningkatan kinerja ekspor sebesar 24,04%, impor sebesar 23,32%, dan konsumsi pemerintah sebesar 4,17%. Optimisme pemulihan ekonomi juga berimbas positif terhadap industri migas. Pada tahun 2021, permintaan gas global mencapai 4.063 bcm, meningkat 3,57% dibandingkan tahun sebelumnya. Begitu juga dengan *lifting* gas bumi Indonesia yang meningkat menjadi 982 MBOEPD. Perkembangan industri migas dalam negeri juga didorong oleh kebijakan pemerintah yang melakukan penyesuaian harga gas untuk industri tertentu dan kelistrikan.

## Strategi Menghadapi Tantangan

Kebijakan penyesuaian harga gas yang diterapkan pemerintah kemudian menjadi tantangan bagi para pelaku usaha sektor migas, termasuk Perseroan. Kebijakan tersebut mengakibatkan penurunan yang signifikan dari pendapatan Perseroan, terutama di pipa Gresik. Selain itu, situasi pandemi Covid-19 yang masih berlangsung juga menjadi tantangan bagi kami untuk mempertahankan kegiatan operasional agar tetap sejalan dengan target yang telah ditetapkan.

Di tengah tantangan yang semakin dinamis tersebut, kami senantiasa mencermati setiap perubahan kondisi lingkungan bisnis yang terjadi. Kami konsisten menjadi perusahaan penyedia energi bersih, terutama gas bumi, di Indonesia yang mampu menyediakan sumber energi terjangkau, andal, dan ramah lingkungan. Kami juga terus berupaya untuk meningkatkan performa sebagai perusahaan *integrated energy solution* dengan melakukan pengembangan, mulai dari infrastruktur sampai dengan distribusinya. Beberapa pengembangan yang dilakukan sepanjang tahun 2021, di antaranya memperpanjang kontrak pipa gas di Jawa Timur, mengakuisisi perusahaan pipa gas di Banten, serta mengakuisisi perusahaan Sistem Penyediaan Air Minum (SPAM) di Jawa Barat dan beberapa lokasi lainnya.

Di samping menjalankan strategi pengembangan infrastruktur dan distribusi di atas, kami juga menerapkan strategi dan kebijakan lainnya untuk mengoptimalkan arus kas Perseroan guna mencapai laba bersih yang telah ditargetkan. Salah satu strategi yang kami tempuh adalah meningkatkan pendapatan dari bisnis infrastruktur, terutama dari penyewaan kompresor. Kami juga telah selesai membangun terminal *liquefied petroleum gas* (LPG) dengan kapasitas sampai dengan 1.000 ton/hari di Rembang dan mulai beroperasi pada Februari 2021 disewa oleh Pertamina. Selain itu, pengembangan bisnis juga telah dilakukan dengan menjajaki bisnis baru, yaitu diversifikasi bisnis gas dengan menginisiasi investasi di bidang *compressed natural gas* (CNG), akuisisi pipa gas di Banten, mengakuisisi perusahaan jasa di bidang *oil and gas services*.

Kami juga konsisten mengedepankan kesehatan dan keselamatan karyawan dalam menjalankan kegiatan usaha di tengah kondisi pandemi. Untuk melindungi mereka, kami memaksimalkan peran tim khusus yang telah dibentuk untuk menjalankan upaya pencegahan dan penanganan Covid-19.

an increase in performance of export by 24.04%, import by 23.32%, and government consumption by 4.17%. Optimism for economic recovery also had a positive impact on the oil and gas industry. In 2021, global gas demand reached 4,063 bcm, an increase of 3.57% compared to that of previous year. Similarly, Indonesia's natural gas *lifting* increased to 982 MBOEPD. The development of domestic oil and gas industry was also driven by government policies that adjust gas prices for certain industries and electricity.

## Strategies for Facing Challenges

The gas price adjustment policy implemented by the government then became a challenge for business actors in the oil and gas sector, including the Company. This policy resulted in a significant decrease in the Company's revenue, especially in Gresik pipeline. The ongoing Covid-19 pandemic situation was also a challenge for us to maintain operational activities in line with the targets set.

In the midst of these increasingly dynamic challenges, we always monitor any changes occurred in our business environment conditions. We are consistent in being a clean energy provider, especially natural gas, in Indonesia that is able to provide affordable, reliable, and environmentally friendly energy sources. We also continue to improve performance as an integrated energy solution company by developing, starting from infrastructure to distribution. Several developments were carried out throughout 2021, including extending the gas pipeline contract in East Java, acquiring a gas pipeline company in Banten, and acquiring a Drinking Water Supply System (SPAM) company in West Java and several other locations.

In addition to implementing the infrastructure development and distribution strategies above, we also implement other strategies and policies to optimize the Company's cash flow in order to achieve the targeted net profit. One of the strategies we pursued was to increase revenue from the infrastructure business, especially from compressor rentals. We have also finished building a liquefied petroleum gas (LPG) terminal in Rembang that started operating in February 2021 with a capacity of up to 1,000 tons/day which is leased by Pertamina. Furthermore, business development has been carried out by exploring new businesses, namely diversification of the gas business by initiating investments in compressed natural gas (CNG), construction of LPG terminals, and oil and gas services.

We also consistently prioritize employee's health and safety in carrying out our business activities in the midst of a pandemic. To protect them, we maximize the role of a special team that has been formed to carry out efforts to prevent and handle Covid-19 which is directly supervised by the Board of Directors.

yang diawasi langsung oleh Direksi. Protokol kesehatan selalu diterapkan dengan ketat, baik di kantor pusat Jakarta maupun di wilayah operasional Perseroan, seiring dengan program vaksinasi bagi seluruh karyawan.

## Kinerja Perseroan Tahun 2021

Melalui berbagai strategi yang dijalankan di tahun 2021, Perseroan berhasil membukukan kinerja yang lebih baik dibandingkan tahun sebelumnya. Dari segi operasional, volume perdagangan gas meningkat 2,75% menjadi 12,40 juta MMBTU dari 12,07 juta MMBTU di tahun 2020. Jasa pengangkutan gas pun mencatatkan peningkatan sebesar 51,22% menjadi 18,11 juta MSCF dari 11,98 juta MSCF di tahun 2020. Begitu juga dengan jasa kompresi gas yang meningkat 5,31% menjadi 10,07 juta MSCF dari 9,57 juta MSCF di tahun 2020. Selain itu, bidang usaha yang baru dimulai pada tahun 2021 juga telah memberikan kontribusi positif terhadap kinerja operasional Perseroan, di antaranya perdagangan CNG sebesar 146,61 ribu MMBTU, pengolahan air bersih sebesar 1,44 juta m<sup>3</sup>, dan terminal LPG sebesar 7,09 juta Kg.

Peningkatan kinerja operasional tersebut memberikan dampak positif terhadap kinerja keuangan Perseroan, meskipun beberapa poin masih mencatatkan penurunan yang tidak signifikan. Pada tahun 2021, pendapatan bersih mencapai USD98,15 juta, sedikit menurun dibandingkan tahun sebelumnya yang sebesar USD98,76 juta. Sementara itu, laba tahun berjalan di tahun 2021 mencapai USD3,40 juta, meningkat signifikan dibandingkan tahun sebelumnya sebesar USD2,52 juta. Selain itu, fundamental Perseroan juga tetap terjaga baik dengan pertumbuhan aset sebesar 47,37% menjadi USD245,59 juta dari USD166,64 juta di tahun 2020. Kami meyakini bahwa kinerja Perseroan sepanjang tahun 2021 masih dipengaruhi oleh situasi pandemi Covid-19 dan akan segera membaik di tahun-tahun mendatang seiring dengan pemulihan ekonomi dan industri migas, serta semakin baiknya penanganan pandemi Covid-19.

## Prospek Usaha 2022

Pemulihan ekonomi diproyeksikan akan terus berlanjut seiring dengan semakin masifnya penanganan masalah kesehatan yang dapat menurunkan kasus penyebaran Covid-19 dan melonggarkan kebijakan pembatasan mobilitas masyarakat. Berbagai sektor industri mulai kembali menunjukkan perbaikan, tidak terkecuali industri migas. Pada tahun 2022, *lifting* gas bumi ditargetkan mencapai 1.036 MBOEPD, meningkat dibandingkan dengan realisasi tahun 2020 sebesar 982 MBOEPD. Merespons optimisme tersebut, kami telah merumuskan strategi untuk tahun 2022 dengan berdasarkan pada prospek usaha yang disusun dan telah diajukan kepada Dewan Komisaris untuk

Health protocols are always strictly enforced, both at the head office in Jakarta and in the Company's operational areas, along with the vaccination program for all employees.

## Company Performance in 2021

Through various strategies implemented in 2021, the Company managed to record a better performance than that of previous year. From operational perspective, gas trading volume increased by 2.75% to 12.40 million MMBTU from 12.07 million MMBTU in 2020. Gas transportation services also recorded an increase of 51.22% to 18.11 million MSCF from 11.98 million MSCF in 2020. Likewise, gas compression services increased by 5.31% to 10.07 million MSCF from 9.57 million MSCF in 2020. In addition, the new line of business which started in 2021 also made a positive contribution to the Company's operational performance, including CNG trading of 146.61 thousand MMBTU, clean water treatment of 1.44 million m<sup>3</sup>, and LPG terminal of 7.09 million Kg.

The increase in operational performance had a positive impact on the Company's financial performance, although several points still recorded an insignificant decline. In 2021, net revenue reached USD98.15 million, a slight decrease compared to that of previous year which was USD98.76 million. On the other hand, profit for the year in 2021 reached USD3.40 million, a significant increase compared to that of previous year of USD2.52 million. In addition, the Company's fundamentals were also well maintained with asset growth of 47.37% to USD245.59 million from USD166.64 million in 2020. We believe that the Company's performance throughout 2021 was still affected by the Covid-19 pandemic situation but will soon improve in the coming years in line with the recovery in economy and the oil and gas industry, as well as the better handling of the Covid-19 pandemic.

## 2022 Business Prospects

The economic recovery is projected to continue in line with the increasingly massive handling of health problems that can reduce Covid-19 cases and relax the policy of restricting people's mobility. Various industrial sectors began to show improvement again, and the oil and gas industry was no exception. In 2022, natural gas lifting is targeted to reach 1,036 MBOEPD, an increase compared to the realization in 2020 of 982 MBOEPD. Responding to this optimism, we have formulated a strategy for 2022 based on the business prospects that have been prepared and submitted to the Board of Commissioners for approval. Based on our observations, the market potential



dimintakan persetujuannya. Berdasarkan pengamatan kami, potensi pasar di industri migas dalam negeri diperkirakan masih potensial untuk tumbuh dalam beberapa tahun ke depan mengingat Indonesia merupakan salah satu produsen gas yang memiliki cadangan yang besar.

Pada tahun 2022, segmen bisnis perdagangan gas diproyeksikan masih menjadi segmen usaha yang memberikan kontribusi pendapatan paling besar. Pada sisi laba bersih, investasi di Pipa Rokan yang telah dimulai sejak tahun 2021 diharapkan dapat menjadi kontributor terbesar terhadap laba bersih Perseroan. Selain itu, investasi Perseroan di industri hulu diharapkan juga dapat memberikan kontribusi yang lebih baik dari tahun sebelumnya. Kami juga akan terus melakukan pengembangan bisnis dalam merealisasikan target-target tersebut. Beberapa pengembangan yang akan dilakukan pada tahun 2022 difokuskan pada:

1. Pengembangan jaringan pipa, baik itu melalui akuisisi maupun pengembangan pipa yang sudah dimiliki Perseroan;
2. Penyelesaian proyek Pipa Rokan; serta
3. Pengembangan bisnis atau pelaksanaan beberapa proyek terkait segmen usaha baru, yaitu *oil and gas services*.

## Implementasi Tata Kelola Perusahaan yang Baik

Komitmen Perseroan untuk terus mempertahankan pertumbuhan yang berkualitas didukung oleh penerapan tata kelola perusahaan (*good corporate governance/GCG*) dan manajemen risiko yang semakin baik. Kami senantiasa menjunjung tinggi penerapan prinsip-prinsip GCG, yaitu di transparansi, akuntabilitas, tanggung jawab, independensi, serta kewajaran dan kesetaraan dalam setiap kegiatan operasional secara konsisten. Kami memandang bahwa dengan diterapkannya prinsip-prinsip GCG tersebut dapat mendorong capaian kinerja yang baik dan terus menciptakan nilai bagi para pemangku kepentingan kami.

Selain itu, penguatan penerapan sistem pengendalian internal dan manajemen risiko yang memadai menjadi kunci Perseroan untuk dapat beroperasi secara efisien dan efektif selama situasi pandemi. Penguatan kedua fungsi tersebut membantu Perseroan dalam memitigasi adanya pengaruh internal dan eksternal, baik yang disebabkan oleh perubahan kondisi ekonomi atau faktor-faktor lainnya, yang dapat memengaruhi kelangsungan usaha Perseroan. Secara umum, kami meyakini bahwa penerapan GCG di Perseroan sudah sejalan dengan peraturan perundang-undangan yang berlaku dan *best practices* di industri sejenis walaupun peningkatan perlu terus dilakukan.

in the domestic oil and gas industry is estimated to still have the potential to grow in the next few years considering that Indonesia is one of the gas producers with large reserves.

In 2022, the gas trading business segment is projected to still be the business segment that contributes the most revenue. On the net profit side, the investment in Rokan Pipe which started in 2021 is expected to be the largest contributor to the Company's net profit. In addition, the Company's investment in the upstream industry is also expected to provide a better contribution than that of previous year. We will also continue to develop our business in realizing these targets. Some of the developments that will be carried out in 2022 will focus on:

1. Development of pipelines, either through acquisitions or of those already owned by the Company;
2. Completion of Rokan Pipe project; and
3. Business development or implementation of several projects related to new business segment, which is oil and gas services.

## Good Corporate Governance Implementation

The Company's commitment to maintaining quality growth is supported by the implementation of better corporate governance (GCG) and risk management. We always uphold the implementation of GCG principles, namely transparency, accountability, responsibility, independence, as well as fairness and equality in every operational activity consistently. We view that the implementation of these GCG principles can encourage good performance achievement and continue to create value for our stakeholders.

In addition, strengthening the implementation of an adequate internal control system and risk management is the key for the Company to be able to operate efficiently and effectively during a pandemic situation. The strengthening of these two functions assists the Company in mitigating internal and external influences, whether caused by changes in economic conditions or other factors, which may affect the Company's business continuity. In general, we believe that the implementation of GCG in the Company is in line with the prevailing laws and regulations and best practices in similar industries, although improvements need to be made continuously.

## Perubahan Komposisi Direksi

Komposisi anggota Direksi mengalami perubahan pada tahun 2021 sesuai keputusan Rapat Umum Pemegang Saham Luar Biasa pada tanggal 27 April 2021 yang mengangkat Direksi dengan susunan:

Direktur Utama : Djauhar Maulidi;  
Direktur : M Oka Lesmana Firdauzi; dan  
Direktur : Sumantri Suwarno.

## Apresiasi

Menutup penyampaian laporan ini, kami memberikan apresiasi dan ucapan terima kasih kepada seluruh karyawan Perseroan yang telah bekerja dengan dedikasi yang tinggi sehingga memungkinkan Perseroan meraih kinerja yang positif ini. Kami juga mengucapkan terima kasih kepada Dewan Komisaris yang telah memberikan arahan dan nasihat yang sangat berarti terhadap pengembangan Perseroan. Kepada Pemegang Saham, pelanggan, dan pemangku kepentingan lainnya, kami juga mengucapkan terima kasih atas kepercayaan yang diberikan. Semoga hubungan baik yang telah terjalin sampai dengan saat ini dapat terus dipertahankan sehingga Perseroan dapat meraih pertumbuhan usaha yang berkelanjutan dan memberikan nilai tambah bagi seluruh pemangku kepentingan.

## Changes in the Board of Directors' Composition

The composition of Board of Directors' members changed in 2021 according to the Extraordinary General Meeting of Shareholders resolutions dated 27 April 2021, which appointed the Board of Directors with the following composition:

President Director : Djauhar Maulidi;  
Director : M Oka Lesmana Firdauzi; and  
Director : Sumantri Suwarno.

## Appreciation

To close this report, we would like to express our appreciation and gratitude to all employees of the Company who have worked with high dedication to enable the Company to achieve this positive performance. We also expresses gratitude to the Board of Commissioners who has provided very meaningful direction and advice towards the Company's development. To Shareholders, customers, and other stakeholders, we also express our gratitude for the trust given. We hope that the good relationship that has been established until now can be maintained so that the Company can achieve sustainable business growth and provide added value for all stakeholders.

Atas nama Direksi PT Rukun Raharja Tbk,  
On behalf of the Board of Directors of PT Rukun Raharja Tbk,



**Djauhar Maulidi**  
Direktur Utama  
President Director

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# Tanggung Jawab Laporan Tahunan

## Annual Report Responsibility

### SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS DAN ANGGOTA DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2021 PT RUKUN RAHARJA TBK

### STATEMENT OF MEMBERS OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS ON THE RESPONSIBILITY FOR THE 2021 ANNUAL REPORT OF PT RUKUN RAHARJA TBK

Kami, yang bertanda tangan di bawah ini, menyatakan bahwa semua informasi dalam Laporan Tahunan PT Rukun Raharja Tbk tahun 2021 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perseroan.

We, the undersigned, hereby declare that all information in the Annual Report of PT Rukun Raharja Tbk for year 2021 has been fully contained and we shall be fully responsible to the correctness of contents in the Annual Report of the Company.

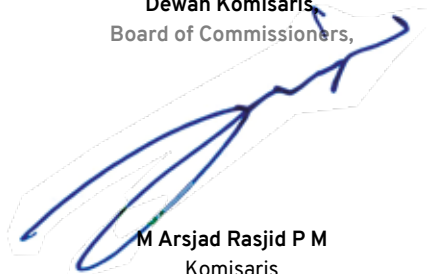
Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is hereby made in all truthfulness.

Jakarta, Mei 2022

Jakarta, May 2022

**Dewan Komisaris,**  
Board of Commissioners,



**M Arsjad Rasjid P M**  
Komisaris  
Commissioner



**Rachmad Gobel**  
Komisaris Independen  
Independent Commissioner



**Rudiantara**  
Komisaris  
Commissioner

**Direksi,**  
Board of Directors,



**Djaunar Maulidi**  
Direktur Utama  
President Director



**M Oka Lesmana Firdauzi**  
Direktur  
Director



**Sumantri Suwarno**  
Direktur  
Director

**Catatan / Note:**

Bapak M Senang Sembiring selaku Komisaris Utama Independen telah meninggal dunia pada tanggal 4 Juli 2021.  
Mr. M Senang Sembiring as the Independent President Commissioner passed away on 4 July 2021.

# Profil Perusahaan

## Company Profile



“Saat ini, Perseroan memiliki 5 pilar bisnis utama, yaitu infrastruktur dan utilitas, perdagangan gas, pembangkit, bisnis hulu energi, serta penyedia jasa bidang minyak dan gas.”

“Currently, the Company has 5 main business pillars, which are infrastructure and utilities, gas trading, power generation, upstream energy business, as well as oil and gas service providers.”

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## Identitas Perusahaan Company Identity



**Nama Perusahaan**  
Company Name

**PT Rukun Raharja Tbk<sup>\*)</sup>**

**Bidang Usaha**  
Line of Business

Perusahaan *holding* dan aktivitas konsultasi manajemen lainnya.  
Holding companies and other management consulting activities.

**Kantor Pusat**  
Head Office

Office Park Thamrin Residences Blok A 01-05  
Jl. Thamrin Boulevard  
Kel. Kebon Melati, Kec. Tanah Abang  
Jakarta Pusat, 10220  
T : (+6221) 2929 1053  
F : (+6221) 2357 9803  
E : corsec@raja.co.id  
W : www.raja.co.id

**Status Perusahaan**  
Company Status

Perusahaan Terbuka.  
Public Company.

**Tanggal Pendirian**  
Date of Establishment

24 Desember 1993  
24 December 1993

**Dasar Hukum Pendirian**  
Legal Base of Establishment

Akta Pendirian No. 290 oleh Notaris Ir. Rusli, SH yang disahkan melalui Surat Keputusan Menteri Kehakiman Republik Indonesia No. C2.12743. HT.01.01-Th 94 tanggal 23 Agustus 1994.  
Deed of Incorporation No. 290 by Notary Ir. Rusli, SH, which was then validated by the Decree of the Minister of Justice of the Republic of Indonesia No. C2.12743.HT.01.01-Th 94 dated 23 August 1994.

**Kode Saham**  
Ticker Code

**RAJA**

**Total Karyawan**  
Total Employees

434 orang / employees\*\*)

**Modal Dasar**  
Authorized Capital

**Rp271,805,500,000**



**Akta Perubahan Terakhir**  
Last Deed of Amendment

Akta No. 41 tanggal 30 September 2020 yang dibuat oleh Rini Yulianti, SH mengenai perubahan Anggaran Dasar terkait dengan penyesuaian kode kegiatan usaha Perseroan berdasarkan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI 2017) serta penyesuaian Anggaran Dasar Perseroan dengan Peraturan Otoritas Jasa Keuangan Republik Indonesia No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka. Perubahan ini telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar No. AHU-AH.01.03-0395002 tanggal 6 Oktober 2020.

Deed No. 41 dated 30 September 2020 made by Rini Yulianti, SH regarding amendments to the Articles of Association related to the adjustment of the Company's business activity code based on the Indonesian Standard Classification of Business Fields (KBLI 2017) and the adjustment of the Company's Articles of Association with the Regulation of the Financial Services Authority of the Republic of Indonesia No. 15/POJK.04/2020 concerning the Plan and Organizing of the General Meeting of Shareholders of a Public Company. This change has been notified to the Ministry of Law and Human Rights of the Republic of Indonesia based on Letter of Acceptance of Notification of Amendment to Articles of Association No. AHU-AH.01.03-0395002 6 October 2020.

**Modal Ditempatkan dan Disetor Penuh**  
Issued and Paid Up Capital

**Rp105,677,062,500**



**Pencatatan Saham**  
Share Listing

22 Januari 2003 (Bursa Efek Surabaya) /  
22 January 2003 (Surabaya Stock Exchange)



**Kepemilikan Saham**  
Share Ownership

Hapsoro	: 32.74%
PT Sentosa Bersama Mitra	: 32.13%
Masyarakat / Public	: 35.12%



\*Perseroan tidak pernah melakukan perubahan nama. / The Company has never made any changes to its name.

\*\* Termasuk Entitas Anak. / Including Subsidiaries.



## Riwayat Singkat Brief History

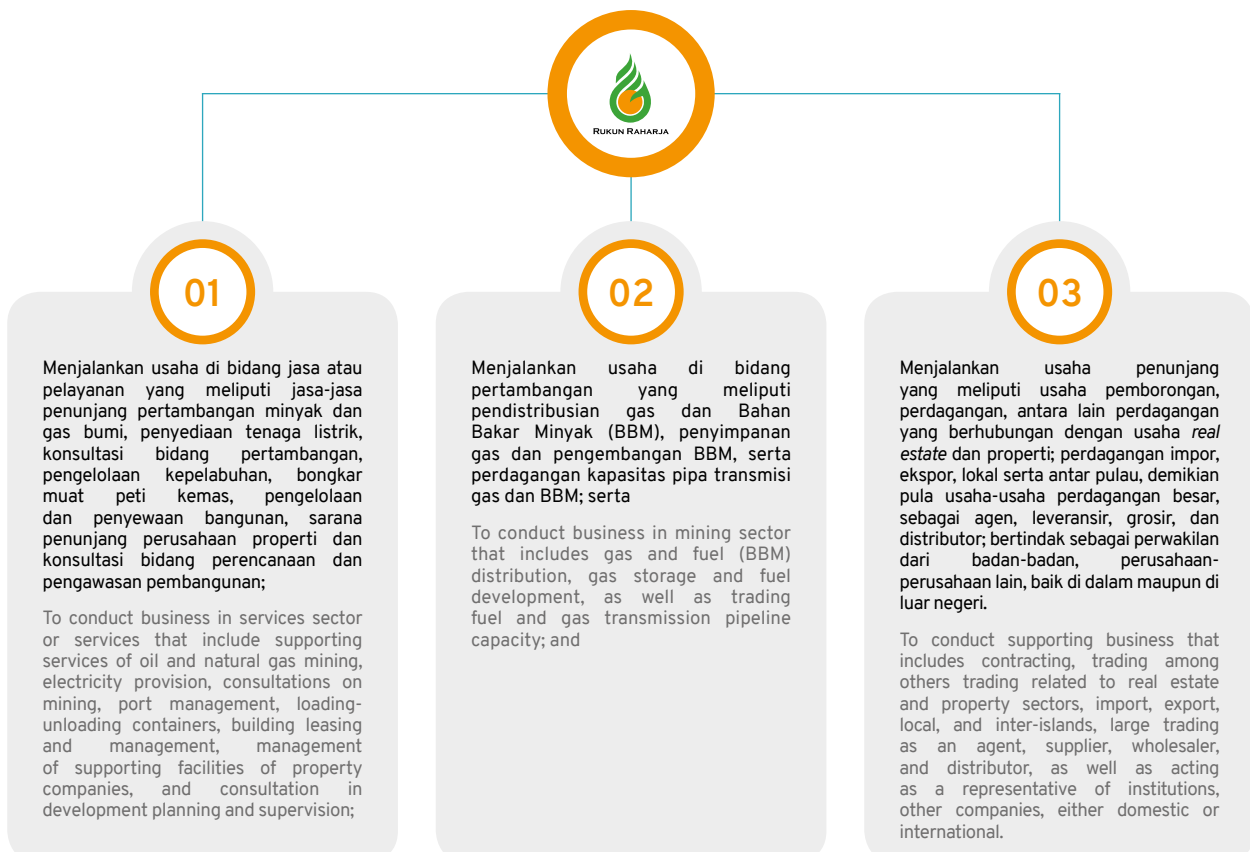
PT Rukun Raharja Tbk (“Perseroan”) didirikan pada 24 Desember 1993 sebagai perusahaan yang bergerak di bidang perumahan. Kemudian, dalam rangka memperkuat permodalan, Perseroan melakukan penawaran umum saham perdana di Bursa Efek Surabaya (saat ini Bursa Efek Indonesia), efektif sejak 22 Januari 2003. Aksi korporasi tersebut mendorong Perseroan untuk memperluas jangkauan usaha, mulai dari ekspansi ke sektor jasa logistik dan pengolahan pelabuhan hingga pada akhirnya merubah cakupan bisnis menjadi penyedia energi terintegrasi dari hulu ke hilir yang fokus menjalankan 5 pilar bisnis utama, yaitu infrastruktur dan utilitas, perdagangan gas, pembangkit, bisnis hulu energi, serta penyedia jasa bidang minyak dan gas.

Saat ini, Perseroan terus melakukan pengembangan bisnis di bidang energi, seperti mengakuisisi usaha terkait 5 pilar bisnis utama atau pengembangan dan pembangunan proyek dalam industri sejenis dan turunannya. Terkait hal tersebut, Perseroan juga berkomitmen untuk membangun sinergi penyediaan energi secara berkelanjutan. Hal ini dikarenakan, Perseroan meyakini bahwa penyediaan energi bersih secara terintegrasi akan mendukung pertumbuhan usaha di masa mendatang.

## Bidang Usaha Line of Business

Bidang usaha Perseroan berdasarkan Pasal 3 Anggaran Dasar, yakni aktivitas perusahaan *holding* dan aktivitas konsultasi manajemen lainnya. Di samping itu, melalui Entitas Anak, Perseroan bergerak dalam bidang penyedia energi terintegrasi dari hulu sampai hilir. Maka dari itu, ruang lingkup kegiatan usaha Perseroan terdiri dari:

The Company’s line of business is based on Article 3 of the Articles of Association, namely holding company activities and other management consulting activities. In addition, through its Subsidiaries, the Company is engaged in providing integrated energy from upstream to downstream. Therefore, the scope of the Company’s business activities consists of:



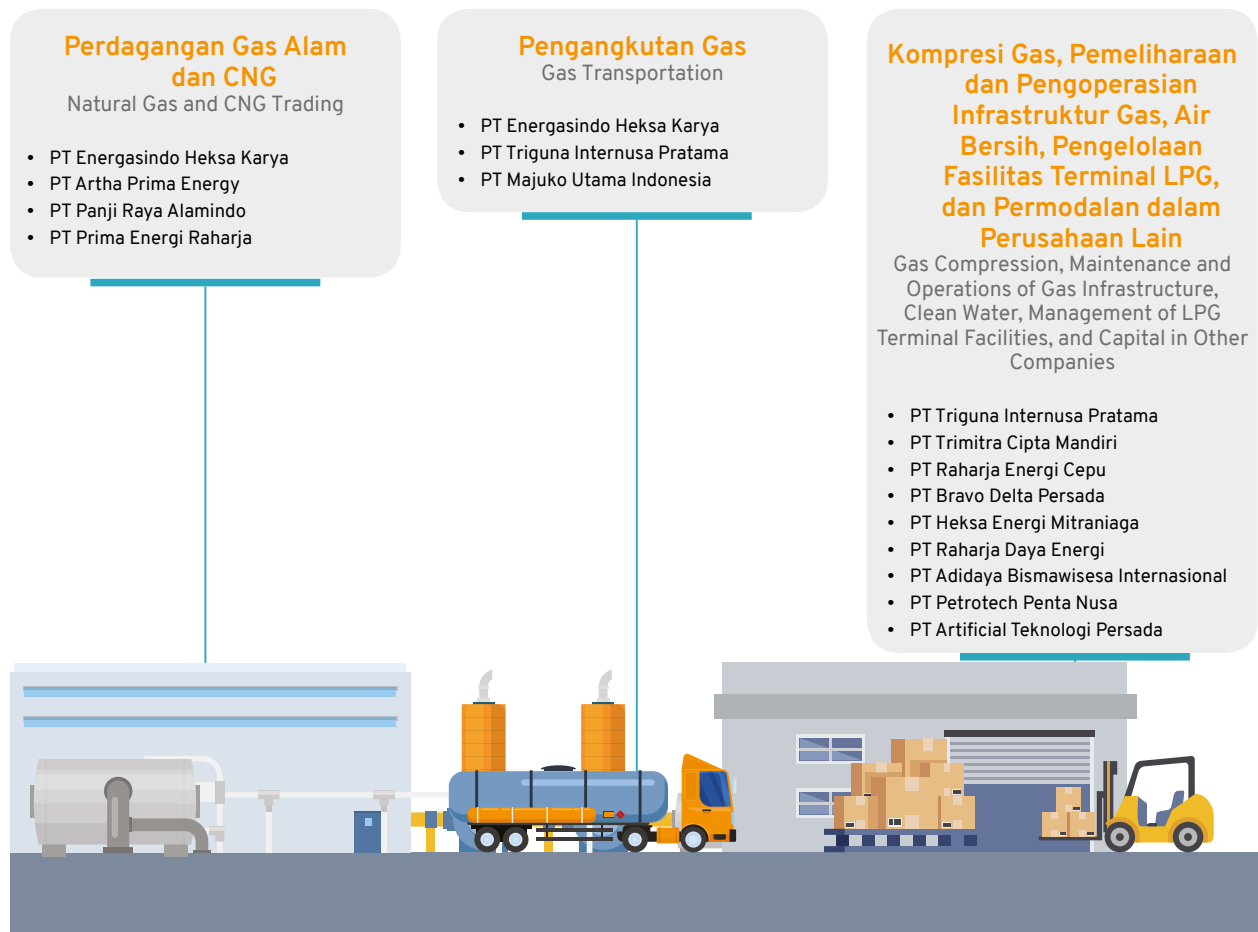
PT Rukun Raharja Tbk (the “Company”) was established on 24 December 1993 as a company engaged in the housing sector. Furthermore, in order to strengthen its capital, the Company conducted an initial public offering on the Surabaya Stock Exchange (currently the Indonesia Stock Exchange), effective on 22 January 2003. This corporate action encouraged the Company to expand its scope of business, starting by expanding into the logistics and port management services sector until finally changing its scope of business into an integrated energy provider from upstream to downstream with 5 main business pillars, namely gas infrastructure, gas trading, power plant, and upstream energy business.

Currently, the Company continues to develop business in the energy sector, such as acquiring businesses related to its 5 main business pillars or developing and building projects in similar industries and their derivatives. In this regard, the Company is also committed to building synergy in sustainable energy supply. It is done due to the Company’s belief that the supply of clean energy in an integrated manner will support business growth in the future.

## Produk dan Jasa Products and Services

Produk dan jasa yang dihasilkan Perseroan dan Entitas Anak, yaitu:

The products and services produced by the Company and Subsidiaries are:





## Visi, Misi, dan Nilai Perusahaan Vision, Mission, and Company Values



### Visi Vision

Menjadi perusahaan investasi yang disegani dalam pengadaan energi bersih bagi kepentingan bangsa dan masyarakat.

To be a respected investment company in clean energy procurement for the benefit of the nation and the people.

### Misi Mission

Menciptakan usaha investasi yang kreatif, bijaksana, dan berbudi dalam pengadaan energi yang bersih dan menjalankan usaha tersebut secara inovatif, serta mengembangkan prasarana untuk meningkatkan kualitas kehidupan manusia.

To create a creative investment business, wise and righteous in procuring clean energy and conducting innovative business, as well as expanding infrastructure to increase the quality of human life.

### NILAI PERUSAHAAN COMPANY VALUES



CREATIVITY



RESPECTABILITY



EXCELLENCE



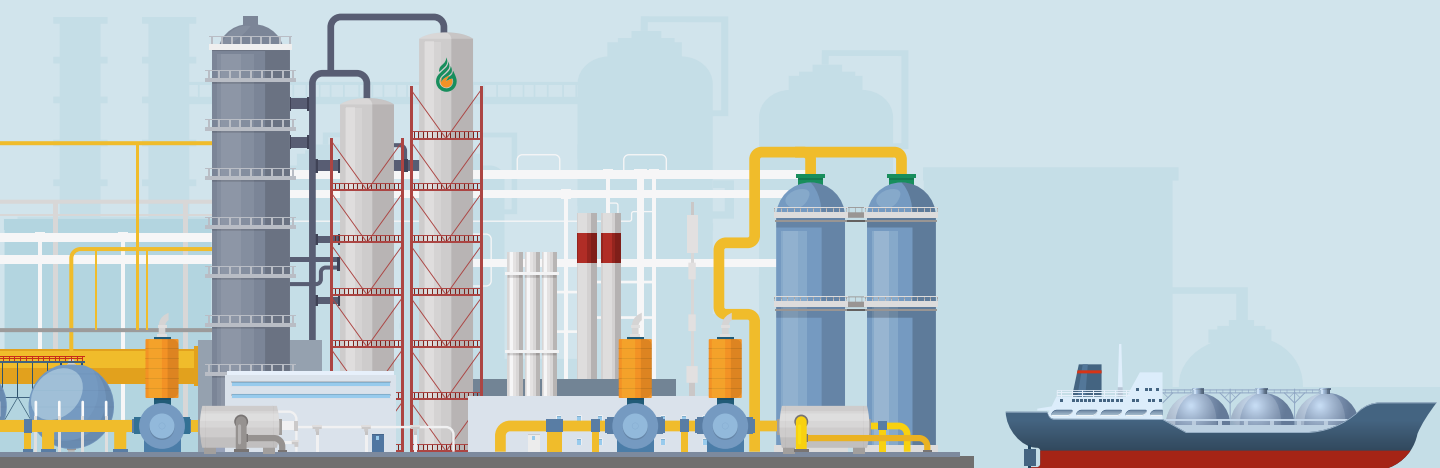
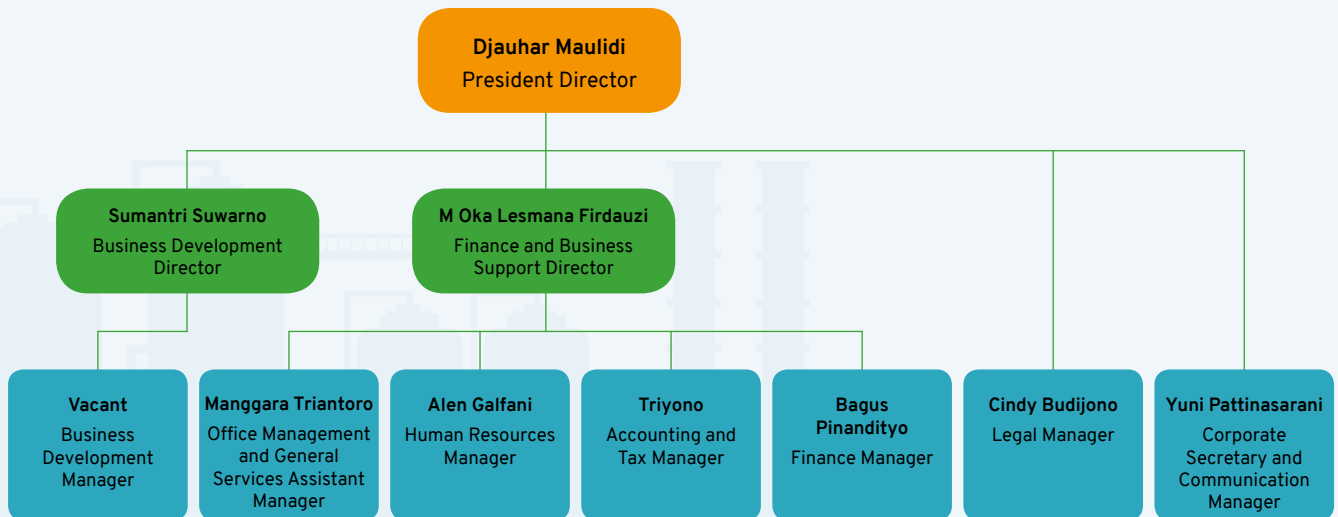
ADAPTABILITY



TEAMWORK



## Struktur Organisasi Organization Structure





## Profil Dewan Komisaris Board of Commissioners' Profile



### M Senang Sembiring

Komisaris Utama Independen\*)  
Independent President Commissioner\*)



#### Kewarganegaraan

Nationality

Warga Negara Indonesia  
Indonesian



#### Domisili

Domicile

Jakarta



#### Usia

Age

70 Tahun  
70 Years



#### Riwayat Pendidikan

Educational Background

- Magister Manajemen, Sekolah Tinggi Manajemen Labora, Jakarta (1999); dan
- Sarjana Ekonomi, Sekolah Tinggi Manajemen Labora, Jakarta (1996).
- Master of Management, Labora Management College, Jakarta (1999); and
- Bachelor of Economics, Labora Management College, Jakarta (1996).

#### Dasar Pengangkatan dan Periode Jabatan

Basis of Appointment and Term of Office

##### Pengangkatan Sebelumnya

Komisaris Utama : Akta No. 2 tanggal 2 Mei 2019 (Mei-Desember 2019).  
Komisaris Independen : Akta No. 15 tentang Berita Acara RUPS Tahunan tanggal 24 Juni 2010 (2010-2019).

##### Previous Appointment

President Commissioner : Deed No. 2 dated 2 May 2019 (May-December 2019).  
Independent Commissioner : Deed No. 15 on Annual GMS Minutes dated 24 June 2010 (2010-2019).

##### Pengangkatan sebagai Komisaris Utama Independen

- Akta Berita Acara RUPS Tahunan No.13 tanggal 8 Juni 2020 (2020-2023); dan
- Akta No. 35 tanggal 27 Desember 2019 (Desember 2019-2020).

##### Appointment as Independent President Commissioner

- Deed of Annual GMS Minutes No. 13 dated 8 June 2020 (2020-2023); and
- Deed No. 35 dated 27 December 2019 (December 2019-2020).

#### Pengalaman Kerja

Work Experience

- Komisaris Independen Perseroan (2010-2019);
- *Executive Director* KEHATI "The Indonesian Biodiversity Foundation" (2009-2018);
- *Director Trading and Membership, Research and Business Development* Bursa Efek Jakarta (sekarang Bursa Efek Indonesia) (2002-2009);
- *Direktur Utama* PT Mitra Invesdana Sekurindo (1992-2002);
- *Marketing Director* PT Arya Prada Sekuritas (1991-1995);
- *Senior Marketing Manager* di PT Bank Pelita (1990-1991); dan
- *Marketing Director* PT Indotrim Hung Yuan Securities (1988-1990).
- Company's Independent Commissioner (2010-2019);
- *Executive Director* of KEHATI "The Indonesian Biodiversity Foundation" (2009-2018);
- *Director of Trading and Membership, Research and Business Development* of Jakarta Stock Exchange (now Indonesia Stock Exchange) (2002-2009);
- *President Director* of PT Mitra Invesdana Sekurindo (1992-2002);
- *Marketing Director* of PT Arya Prada Sekuritas (1991-1995);
- *Senior Marketing Manager* of PT Bank Pelita (1990-1991); and
- *Marketing Director* of PT Indotrim Hung Yuan Securities (1988-1990).

#### Rangkap Jabatan

Concurrent Positions

- Ketua Komite Nominasi, Remunerasi, dan GCG Perseroan (sejak 2015);
- Ketua Komite Audit Perseroan (sejak 2011); dan
- Komisaris Independen PT Solusi Tunas Pratama Tbk (sejak 2009).
- Chairman of the Company's Nomination, Remuneration, and GCG Committee (since 2015);
- Chairman of the Company's Audit Committee (since 2011); and
- Independent Commissioner of PT Solusi Tunas Pratama Tbk (since 2009).

#### Hubungan Afiliasi

Affiliation Relationship

Tidak memiliki hubungan keuangan, kepengurusan, dan kekeluargaan dengan anggota Dewan Komisaris lainnya, anggota Direksi, serta Pemegang Saham Utama dan Pengendali.

Does not have financial, management, and family relationships with other members of Board of Commissioners, members of Board of Directors, and Main and Controlling Shareholders.

\*) Meninggal dunia pada 4 Juli 2021. /  
Passed away on 4 July 2021.

## M Arsjad Rasjid P Mangkuningrat

Komisaris  
Commissioner



### Dasar Pengangkatan dan Periode Jabatan

Basis of Appointment and Term of Office

- Akta Berita Acara RUPS Tahunan No. 13 tanggal 8 Juni 2020 (2020-2023); dan
- Akta Berita Acara RUPS Luar Biasa No. 13 tanggal 11 Desember 2014 (2014-2020).
- Deed of Annual GMS Minutes No. 13 dated 8 June 2020 (2020-2023); and
- Deed of Extraordinary GMS Minutes No. 13 dated 11 December 2014 (2014-2020).

### Pengalaman Kerja dan Rangkap Jabatan

Work Experience and Concurrent Positions

- Ketua Umum Kamar Dagang dan Industri Indonesia (KADIN Indonesia) (2021-2026);
- Presiden Komisaris PT Indika Infrastruktur Investindo (sejak Juni 2020);
- Komisaris PT Indika Inti Corpindo (sejak Juni 2020);
- Komisaris PT Grab Teknologi Indonesia (sejak 2020);
- Presiden Komisaris PT Indika Multi Properti (sejak Oktober 2019);
- Komisaris Kideco (sejak Februari 2017);
- *Chairman* Indika Foundation (sejak 2017);
- Komisaris PT Indika Energy Infrastructure (sejak Desember 2016); dan
- Direktur Utama PT Indika Energy Tbk (sejak 2016).
- Chairman of the Indonesian Chamber of Commerce and Industry (KADIN Indonesia) (2021-2026);
- President Commissioner of PT Indika Infrastruktur Investindo (since June 2020);
- Commissioner of PT Indika Inti Corpindo (since June 2020);
- Commissioner of PT Grab Teknologi Indonesia (since 2020);
- President Commissioner of PT Indika Multi Properti (since October 2019);
- Commissioner of Kideco (since February 2017);
- Chairman of Indika Foundation (since 2017);
- Commissioner of PT Indika Energy Infrastructure (since December 2016); and
- President Director of PT Indika Energy Tbk (since 2016).

### Penghargaan

Awards

- *Youth Global Leader, World Economic (2011)*; dan
- *Best Executive Indonesia, Asiamoney (2010)*.
- Youth Global Leader from World Economic Forum (2011); and
- Best Executive Indonesia from Asiamoney (2010).

### Hubungan Afiliasi

Affiliation Relationship

Tidak memiliki hubungan keuangan, kepengurusan, dan kekeluargaan dengan anggota Dewan Komisaris lainnya, anggota Direksi, serta Pemegang Saham Utama dan Pengendali.

Does not have financial, management, and family relationships with other members of Board of Commissioners, members of Board of Directors, and Main and Controlling Shareholders.



### Kewarganegaraan

Nationality

Warga Negara Indonesia  
Indonesian



### Domisili

Domicile

Jakarta



### Usia

Age

52 Tahun  
52 Years



### Riwayat Pendidikan

Educational Background

- *Program Executive Education on Leadership and Decision Making in the 21<sup>st</sup> Century*, Jackson Institute for Global Affairs, Yale University, Amerika Serikat (2014);
- *Executive Education on Impacting Investing*, Said Business School, University of Oxford, Inggris (2013);
- *Program Insights into Politics and Public Policy in Asia* untuk Para Pemimpin Global, Lee Kuan Yew School of Public Policy, Singapura (2012);
- *Program Executive Education Global Leadership and Public Policy for the 21<sup>st</sup> Century*, Harvard Kennedy School, Amerika Serikat (2012);
- *Bachelor of Science* bidang Administrasi Bisnis, Pepperdine University, California, Amerika Serikat (1993); dan
- *Bachelor of Computer Engineering*, University of Southern California (1990).
- Executive Education on Leadership and Decision Making in the 21<sup>st</sup> Century Program, Jackson Institute for Global Affairs, Yale University, USA (2014);
- Executive Education on Impacting Investing, Said Business School, University of Oxford, England (2013);
- Insights into Politics and Public Policy in Asia Program for Global Leader, Lee Kuan Yew School of Public Policy, Singapore (2012);
- Executive Education Global Leadership and Public Policy for the 21<sup>st</sup> Century Program, Harvard Kennedy School, USA (2012);
- Bachelor of Science in Business Administration, Pepperdine University, California, USA (1993); and
- Bachelor of Computer Engineering, University of Southern California (1990).



## Rachmad Gobel

**Komisaris Independen**  
Independent Commissioner



### Kewarganegaraan

Nationality

**Warga Negara Indonesia**  
Indonesian



### Domisili

Domicile

**Jakarta**



### Usia

Age

**60 Tahun**  
60 Years



### Riwayat Pendidikan

Educational Background

*International Trade Science*, Chuo University, Tokyo (1987).

*International Trade Science*, Chuo University, Tokyo (1987).

### Dasar Pengangkatan dan Periode Jabatan

Basis of Appointment and Term of Office

#### Pengangkatan sebagai Komisaris

Akta Berita Acara RUPS Tahunan No. 9 tanggal 8 Juni 2014 (2014-2015).

#### Appointment as Commissioner

Deed of Annual GMS Minutes No. 9 dated 11 June 2014 (2014-2015).

#### Pengangkatan sebagai Komisaris Independen

- Akta Berita Acara RUPS Tahunan No. 13 tanggal 8 Juni 2020 (2020-2023); dan
- Akta Berita Acara RUPS Tahunan No. 9 tanggal 18 Mei 2016 (2016-2020).

#### Appointment as Independent Commissioner

- Deed of Annual GMS Minutes No. 13 dated 8 June 2020 (2020-2023); and
- Deed of Annual GMS Minutes No. 9 dated 18 May 2016 (2016-2020).

### Pengalaman Kerja

Work Experience

- Menteri Perdagangan Republik Indonesia dalam Kabinet Kerja (27 Oktober 2014-12 Agustus 2015);
- Komisaris PT Indosat Tbk (2008-2014); dan
- Komisaris PT Smart Tbk (2004-2014).

- Minister of Trade of the Republic of Indonesia in Kabinet Kerja (27 October 2014-12 August 2015);
- Commissioner of PT Indosat Tbk (2008-2014); and
- Commissioner of PT Smart Tbk (2004-2014).

### Rangkap Jabatan

Concurrent Positions

- Wakil Ketua Dewan Perwakilan Rakyat Republik Indonesia (sejak 2019); dan
- Anggota Direksi dan Dewan Komisaris, kelompok usaha PT Global Panasonic (sejak 1994).

- Deputy Chairman of the House of Representatives of the Republic of Indonesia (since 2019); and
- Member of Board of Directors and Board of Commissioners of PT Global Panasonic business group (since 1994).

### Penghargaan

Awards

- *Special Achievement Award for Extraordinary Leadership and Personal Commitment to Energy Saving and Industry*, Majalah Bisnis dan Ekonomi Warta, Jakarta (2012); dan
- *Asian Productivity Organization Regional Award*, Asian Productivity Organization, Tokyo (2011).

- Special Achievement Award for Extraordinary Leadership and Personal Commitment to Energy Saving and Industry, Business and Economy Magazine Warta Ekonomi, Jakarta (2012); and
- Asian Productivity Organization Regional Award, Asian Productivity Organization, Tokyo (2011).

### Hubungan Afiliasi

Affiliation Relationship

Tidak memiliki hubungan keuangan, kepengurusan, dan kekeluargaan dengan anggota Dewan Komisaris lainnya, anggota Direksi, serta Pemegang Saham Utama dan Pengendali.

Does not have financial, management, and family relationships with other members of Board of Commissioners, members of Board of Directors, and Main and Controlling Shareholders.

**Rudiantara**  
Komisaris  
Commissioner



**Dasar Pengangkatan dan Periode Jabatan**

Basis of Appointment and Term of Office

- Akta Berita Acara RUPS Tahunan No. 13 tanggal 8 Juni 2020 (2020-2023); dan
- Akta Berita Acara RUPS Luar Biasa No. 35 tanggal 27 Desember 2019 (Desember 2019-2020).
- Deed of Annual GMS Minutes No. 13 dated 8 June 2020 (2020-2023); and
- Deed of Extraordinary GMS Minutes No. 35 dated 27 December 2019 (December 2019-2020).

**Pengalaman Kerja**

Work Experience

- Menteri Komunikasi dan Informatika Republik Indonesia dalam Kabinet Kerja (2014-2019);
- Komisaris Utama Perseroan (2014);
- Wakil Direktur Utama PT PLN (Persero) (2008-2009);
- Wakil Direktur Utama PT Semen Indonesia (Persero) Tbk (2006-2008); dan
- Komisaris/Direksi serta Ketua Komite Audit diberbagai Perusahaan Telekomunikasi (PT Telkomsel, PT XL Axiata Tbk, PT Telekomunikasi Indonesia Tbk, dan PT Indosat Ooredoo Tbk).
- Minister of Communication and Information of the Republic of Indonesia in Kabinet Kerja (2014-2019);
- Company's President Commissioner (2014);
- Vice President Director of PT PLN (Persero) (2008- 2009);
- Vice President Director of PT Semen Indonesia (Persero) Tbk (2006-2008); and
- Commissioner/Director as well as Chairman of Audit Committee in many Telecommunication Companies (PT Telkomsel, PT XL Axiata Tbk, PT Telekomunikasi Indonesia Tbk, and PT Indosat Ooredoo Tbk).

**Rangkap Jabatan**

Concurrent Positions

- Komisaris PT Indosat Ooredoo Hutchison Tbk (sejak 2021);
- Presiden Komisaris PT Semen Indonesia (Persero) Tbk (sejak 2020);
- Presiden Komisaris PT Solusi Sinergi Digital (sejak 2020); dan
- Komisaris PT Vale Indonesia Tbk (sejak 2020).
- Commissioner of Indosat Ooredoo Hutchison Tbk (since 2021);
- President Commissioner of PT Semen Indonesia (Persero) Tbk (since 2020);
- President Commissioner of PT Solusi Sinergi Digital (since 2020); and
- Commissioner of PT Vale Indonesia Tbk (since 2020).

**Hubungan Afiliasi**

Affiliation Relationship

Tidak memiliki hubungan keuangan, kepengurusan, dan kekeluargaan dengan anggota Dewan Komisaris lainnya, anggota Direksi, serta Pemegang Saham Utama dan Pengendali.

Does not have financial, management, and family relationships with other members of Board of Commissioners, members of Board of Directors, and Main and Controlling Shareholders.



**Kewarganegaraan**

Nationality

**Warga Negara Indonesia**  
Indonesian



**Domisili**

Domicile

**Jakarta**



**Usia**

Age

**62 Tahun**  
62 Years



**Riwayat Pendidikan**

Educational Background

- *Master of Business Administration*, Institut Pendidikan dan Pembinaan Manajemen, Jakarta (1988); dan
- *Sarjana Statistika*, Universitas Padjajaran, Bandung (1984).
- *Master of Business Administration*, Institute of Management Education and Development, Jakarta (1988); and
- *Bachelor of Statistics*, Universitas Padjajaran, Bandung (1984).



## Profil Direksi Board of Directors' Profile



### Djauhar Maulidi

**Direktur Utama**  
President Director



#### Kewarganegaraan

Nationality

**Warga Negara Indonesia**  
Indonesian



#### Domisili

Domicile

**Jakarta**



#### Usia

Age

**52 Tahun**  
52 Years



#### Riwayat Pendidikan

Educational Background

- *Master of Business Administration* bidang Energi, School of Business Management, Institut Teknologi Bandung, Jawa Barat (2008-2010); dan
- Sarjana Ekonomi bidang Ekonomi Internasional, Universitas Padjajaran, Bandung, Jawa Barat (1988-1993).
- Master of Business Administration in Energy, School of Business Management, Bandung Institute of Technology, West Java (2008-2010); and
- Bachelor of Economics in International Economy, Universitas Padjajaran, Bandung, West Java (1988-1993).

#### Dasar Pengangkatan dan Periode Jabatan

Basis of Appointment and Term of Office

##### Pengangkatan sebagai Direktur

Akta Berita Acara RUPS Tahunan No. 1 tanggal 1 Juni 2011 (2011-2017).

##### Appointment as Directors

Deed of Annual GMS Minutes No. 1 dated 1 June 2011 (2011-2017).

##### Pengangkatan sebagai Direktur Utama

- Akta Berita Acara RUPS Tahunan No. 13 tanggal 8 Juni 2020 (2020-2023); dan
- Akta Berita Acara RUPS Tahunan No. 12 tanggal 17 Mei 2017 (2017-2020).

##### Appointment as President Director

- Deed of Annual GMS Minutes No. 13 dated 8 June 2020 (2020-2023); and
- Deed of Annual GMS Minutes No. 12 dated 17 May 2017 (2017-2020).

#### Pengalaman Kerja

Work Experience

- Komisaris PT Raharja Energi Cepu (2018-2019);
- Presiden Direktur PT Triguna Internusa Pratama (2015-2017);
- Direktur *Finance and Administration* Perseroan (2011-2017);
- Presiden Direktur PT Toha Sittah Salam;
- Direktur *Finance and Business Development* PT Bumi Hasta Mukti (2006-2009); dan
- *Corporate Banking Head* PT Bank Sumitomo Mitsui (1993-2006).
- Commissioner of PT Raharja Energi Cepu (2018-2019);
- President Director of PT Triguna Internusa Pratama (2015-2017);
- Director of Finance and Administration of the Company (2011-2017);
- President Director of PT Toha Sittah Salam;
- Director of Finance and Business Development of PT Bumi Hasta Mukti (2006-2009); and
- Corporate Banking Head of PT Bank Sumitomo Mitsui (1993-2006).

#### Rangkap Jabatan

Concurrent Positions

- Komisaris Utama PT Panji Raya Alamindo (sejak 2017);
- Komisaris Utama PT Energasindo Heksa Karya (sejak 2017);
- Komisaris Utama PT Triguna Internusa Pratama (sejak 2017);
- Komisaris PT Trimitra Cipta Mandiri (sejak 2017);
- Komisaris Utama PT PDPDE Gas (sejak 2017); dan
- Komisaris PT Rukun Prima Sarana (sejak 2015).
- President Commissioner of PT Panji Raya Alamindo (since 2017);
- President Commissioner of PT Energasindo Heksa Karya (since 2017);
- President Commissioner of PT Triguna Internusa Pratama (since 2017);
- Commissioner of PT Trimitra Cipta Mandiri (since 2017);
- President Commissioner of PT PDPDE Gas (since 2017); and
- Commissioner PT Rukun Prima Sarana (since 2015).

#### Hubungan Afiliasi

Affiliation Relationship

Tidak memiliki hubungan keuangan, kepengurusan, dan kekeluargaan dengan anggota Direksi lainnya, anggota Dewan Komisaris, serta Pemegang Saham Utama dan Pengendali.

Does not have financial, management, and family relationships with other members of Board of Directors, members of Board of Commissioners, and Main and Controlling Shareholders.

## M Oka Lesmana Firdauzi

**Direktur**  
Director



### Dasar Pengangkatan dan Periode Jabatan

Basis of Appointment and Term of Office

- Akta Berita Acara RUPS Tahunan No. 13 tanggal 8 Juni 2020 (2020-2023); dan
- Akta Berita Acara RUPS Tahunan No. 12 tanggal 17 Mei 2017 (2017-2020).
- Deed of Annual GMS Minutes No. 13 dated 8 June 2020 (2020-2023); and
- Deed of Annual GMS Minutes No. 12 dated 17 May 2017 (2017-2020).

### Pengalaman Kerja

Work Experience

- *Director and Chief Financial Officer* Volvo Group Indonesia (2014);
- *Financial Controller* PT Trakindo Utama (2010);
- *Financial Controller* PT Luxindo Raya (2008);
- *Management Controller* PT ICI Paints Indonesia (2004);
- *Accounting Manager* PT L'Oreal Indonesia (2003); dan
- *Senior Associate* PricewaterhouseCoopers (1996).
- *Director and Chief Financial Officer* of Volvo Group Indonesia (2014);
- *Financial Controller* of PT Trakindo Utama (2010);
- *Financial Controller* of PT Luxindo Raya (2008);
- *Management Controller* of PT ICI Paints Indonesia (2004);
- *Accounting Manager* of PT L'Oreal Indonesia (2003); and
- *Senior Associate* of PricewaterhouseCoopers (1996).

### Rangkap Jabatan

Concurrent Positions

- Komisaris Utama PT Heksa Energi Mitraniaga (sejak 2020);
- Komisaris PT Bravo Delta Persada (sejak 2020);
- Direktur PT Rukun Prima Sarana (sejak 4 November 2019);
- Komisaris PT Raharja Energi Cepu (sejak 2019);
- Komisaris Utama PT Prima Energi Raharja (sejak 2018);
- Komisaris PT Raharja Daya Energi (sejak 2018);
- Komisaris PT Adidaya Bismawisesa Internasional (sejak 2018);
- Direktur Utama PT Panji Raya Alamindo (sejak Januari 2018); dan
- Komisaris PT Petrogas Jatim Utama Cendana (sejak 2018).
- President Commissioner of PT Heksa Energi Mitraniaga (since 2020);
- Commissioner of PT Bravo Delta Persada (since 2020);
- Director PT Rukun Prima Sarana (since 4 November 2019);
- Commissioner of PT Raharja Energi Cepu (since 2019);
- President Commissioner of PT Prima Energi Raharja (since 2018);
- Commissioner of PT Raharja Daya Energi (since 2018);
- Commissioner PT Adidaya Bismawisesa Internasional (since 2018);
- President Director of PT Panji Raya Alamindo (since January 2018); and
- Commissioner PT Petrogas Jatim Utama Cendana (since 2018).

### Hubungan Afiliasi

Affiliation Relationship

Tidak memiliki hubungan keuangan, kepengurusan, dan kekeluargaan dengan Direksi lainnya, anggota Dewan Komisaris, serta Pemegang Saham Utama dan Pengendali.

Does not have financial, management, and family relationships with other other members of Board of Directors, members of Board of Commissioners, and Main and Controlling Shareholders.



### Kewarganegaraan

Nationality

**Warga Negara Indonesia**  
Indonesian



### Domisili

Domicile

**Jakarta**



### Usia

Age

**50 Tahun**  
50 Years



### Riwayat Pendidikan

Educational Background

**Sarjana Ekonomi bidang Akuntansi, Universitas Trisakti (1996).**

Bachelor of Economics, majoring in Accounting, Universitas Trisakti (1996).



## Sumantri Suwarno<sup>\*)</sup>

**Direktur**  
Director



### Kewarganegaraan

Nationality  
Warga Negara Indonesia

Indonesian



### Domisili

Domicile  
Jakarta



### Usia

Age  
45 Tahun  
45 Years



### Riwayat Pendidikan

Educational Background  
Sarjana Ekonomi, Universitas Indonesia (2002).  
Bachelor of Economics, Universitas Indonesia (2002).

### Dasar Pengangkatan dan Periode Jabatan

Basis of Appointment and Term of Office

Akta Berita Acara RUPS Luar Biasa No. 33 tanggal 27 April 2021 (2021-2023).

Deed of Extraordinary GMS Minutes No. 33 dated 27 April 2021 (2021-2023).

### Pengalaman Kerja

Work Experience

- Komisaris serta Ketua Komite Audit dan GCG PT IPC Terminal Petikemas (2019-2020);
- *Advisor* PT Usahatama Mandiri Nusantara (2015-2020);
- Direktur Keuangan PT Sarana Patra Hulu Cepu/ BUMD Provinsi Jawa Timur (2015-2016);
- *Chief Corporate Affairs Officer* PT Karya Bumi Baratama (2012-2014); dan
- *General Affair Manager* PT Kalrez Petroleum Ltd (2010-2012).
- Commissioner and Chairman of the Audit and GCG Committee of PT IPC Terminal Petikemas (2019-2020);
- *Advisor* to PT Usahatama Mandiri Nusantara (2015-2020);
- Director of Finance of PT Sarana Patra Hulu Cepu/BUMD East Java Province (2015-2016);
- Chief Corporate Affairs Officer of PT Karya Bumi Baratama (2012-2014); and
- General Affair Manager of PT Kalrez Petroleum Ltd (2010-2012).

### Rangkap Jabatan

Concurrent Positions

- Komisaris Utama PT Artificial Teknologi Persada (sejak 2021);
- Komisaris Utama PT Petrotech Penta Nusa (sejak 2020);
- Komisaris Independen PT BRI Multifinance (sejak 2020); dan
- Komisaris PT Sirius Surya Sentosa (sejak 2019).
- President Commissioner of PT Artificial Teknologi Persada (since 2021);
- President Commissioner of PT Petrotech Penta Nusa (since 2020);
- Independent Commissioner of PT BRI Multifinance (since 2020); and
- Commissioner of PT Sirius Surya Sentosa (since 2019).

### Hubungan Afiliasi

Affiliation Relationship

Tidak memiliki hubungan keuangan, kepengurusan, dan kekeluargaan dengan Direksi lainnya, anggota Dewan Komisaris, serta Pemegang Saham Utama dan Pengendali.

Does not have financial, management, and family relationships with other other members of Board of Directors, members of Board of Commissioners, and Main and Controlling Shareholders.

<sup>\*)</sup> Menjabat sejak ditutupnya RUPS Luar Biasa pada 27 April 2021. / Serves the position since the closing of the Extraordinary GMS dated 27 April 2021.



## Profil Komite Audit Audit Committee's Profile

**M Senang Sembiring<sup>\*)</sup>**

**Ketua Komite Audit**  
Chairman of the Audit Committee

### Dasar Pengangkatan dan Periode Jabatan

Basis of Appointment and Term of Office

Surat Dewan Komisaris No. 002/DEKOM RR/X/2011 tanggal 21 Oktober 2011 (2011-berakhir berdasarkan hasil evaluasi dari Dewan Komisaris).  
Board of Commissioners' Letter No. 002/DEKOM RR/X/2011 dated 21 October 2011 (2011-end of term of office based on Board of Commissioners evaluation result).

Profil lengkap dapat dilihat pada Profil Dewan Komisaris dalam Laporan Tahunan ini.  
Complete profile can be seen in the Board of Commissioners' Profile section of this Annual Report.

<sup>\*)</sup>Meninggal dunia pada 4 Juli 2021. / Passed away on 4 July 2021.



### Kewarganegaraan

Nationality

**Warga Negara Indonesia**  
Indonesian



### Domisili

Domicile

**Jakarta**



### Usia

Age

**70 Tahun**  
70 Years



## Bambang Hari Wiryantoro

Anggota Komite Audit  
Member of the Audit Committee



**Kewarganegaraan**  
Nationality  
**Warga Negara Indonesia**  
Indonesian



**Domisili**  
Domicile  
**Jakarta**



**Usia**  
Age  
**65 Tahun**  
65 Years

### Dasar Pengangkatan dan Periode Jabatan

Basis of Appointment and Term of Office

Surat Dewan Komisaris No. 002/DEKOM RR/X/2011 tanggal 21 Oktober 2011 (2011-berakhir berdasarkan hasil evaluasi dari Dewan Komisaris). Board of Commissioners' Letter No. 002/DEKOM RR/X/2011 dated 21 October 2011 (2011-end of term of office based on Board of Commissioners evaluation result).

### Pengalaman Kerja

Work Experience

Berkarier di PT Arco Indonesia, dengan jabatan terakhir *Manager of Technical Maintenance* (1975-2000). Had a career in PT Arco Indonesia with the last position as the Manager of Technical Maintenance (1975-2000).

### Rangkap Jabatan

Concurrent Positions

*Technical Support dan Business Development Director* PT Pakarti Tirtoagung (sejak 2000). Technical Support and Business Development Director of PT Pakarti Tirtoagung (since 2000).

### Hubungan Afiliasi

Affiliation Relationship

Tidak memiliki hubungan keuangan, kepengurusan, dan kekeluargaan dengan anggota Dewan Komisaris, anggota Direksi, serta Pemegang Saham Utama dan Pengendali. Does not have financial, management, and family relationships with members of Board of Commissioners, members of Board of Directors, and Main and Controlling Shareholders.

## Aryo Wibisono

Anggota Komite Audit  
Member of the Audit Committee



**Kewarganegaraan**  
Nationality  
**Warga Negara Indonesia**  
Indonesian



**Domisili**  
Domicile  
**Jakarta**



**Usia**  
Age  
**35 Tahun**  
35 Years

### Riwayat Pendidikan

Educational Background

Sarjana Ekonomi, Universitas Indonesia. Bachelor of Economics, Universitas Indonesia.

### Dasar Pengangkatan dan Periode Jabatan

Basis of Appointment and Term of Office

Surat Dewan Komisaris No. 002/DEKOM RR/X/2011 tanggal 21 Oktober 2011 (2011-berakhir berdasarkan hasil evaluasi dari Dewan Komisaris). Board of Commissioners' Letter No. 002/DEKOM RR/X/2011 dated 21 October 2011 (2011-end of term of office based on Board of Commissioners evaluation result).

### Pengalaman Kerja

Work Experience

Berkarier di berbagai kantor akuntan publik (2006-2008). Had a career in several Public Accounting Firms (2006-2008).

### Rangkap Jabatan

Concurrent Positions

*Partner* KAP Hertanto, Sidik & Indra (sejak 2008). Partner KAP Hertanto, Sidik & Indra (since 2008).

### Hubungan Afiliasi

Affiliation Relationship

Tidak memiliki hubungan keuangan, kepengurusan, dan kekeluargaan dengan anggota Dewan Komisaris, anggota Direksi, serta Pemegang Saham Utama dan Pengendali. Does not have financial, management, and family relationships with members of Board of Commissioners, members of Board of Directors, and Main and Controlling Shareholders.

## Profil Komite Nominasi, Remunerasi, dan GCG Nomination, Remuneration, and GCG Committee's Profile

### M Senang Sembiring<sup>\*)</sup>

#### Ketua Komite Nominasi, Remunerasi, dan GCG

Chairman of the Nomination, Remuneration, and GCG Committee



#### Kewarganegaraan

Nationality

**Warga Negara Indonesia**  
Indonesian



#### Domisili

Domicile

**Jakarta**



#### Usia

Age

**70 Tahun**

70 Years

#### Dasar Pengangkatan dan Periode Jabatan

Basis of Appointment and Term of Office

Surat Keputusan Dewan Komisaris No. 002/DEKOM RR/VIII/2015 tanggal 15 Agustus 2015 (2015-berakhir berdasarkan hasil evaluasi dari Dewan Komisaris). Board of Commissioners' Decision Letter No. 002/DEKOM RR/VIII/2015 dated 15 August 2015 (2015-end of term of office based on Board of Commissioners evaluation result).

Profil lengkap dapat dilihat pada Profil Dewan Komisaris dalam Laporan Tahunan ini.

Complete profile can be seen in the Board of Commissioners' Profile section of this Annual Report.

<sup>\*)</sup>Meninggal dunia pada 4 Juli 2021. / Passed away on 4 July 2021.

### M Arsjad Rasjid P M

#### Anggota Komite Nominasi, Remunerasi, dan GCG

Member of the Nomination, Remuneration, and GCG Committee



#### Kewarganegaraan

Nationality

**Warga Negara Indonesia**  
Indonesian



#### Domisili

Domicile

**Jakarta**



#### Usia

Age

**52 Tahun**

52 Years

#### Dasar Pengangkatan dan Periode Jabatan

Basis of Appointment and Term of Office

Surat Keputusan Dewan Komisaris No. 002/DEKOM RR/VIII/2015 tanggal 15 Agustus 2015 (2015-berakhir berdasarkan hasil evaluasi dari Dewan Komisaris). Board of Commissioners' Decision Letter No. 002/DEKOM RR/VIII/2015 dated 15 August 2015 (2015-end of term of office based on Board of Commissioners evaluation result).

Profil lengkap dapat dilihat pada Profil Dewan Komisaris dalam Laporan Tahunan ini.

Complete profile can be seen in the Board of Commissioners' Profile section of this Annual Report.



## Riza Ichsan Fahriza

**Anggota Komite Nominasi, Remunerasi, dan GCG**  
Member of the Nomination, Remuneration, and GCG  
Committee



**Kewarganegaraan**  
Nationality  
**Warga Negara Indonesia**  
Indonesian



**Domisili**  
Domicile  
**Jakarta**



**Usia**  
Age  
**40 Tahun**  
40 Years

### Riwayat Pendidikan

Educational Background

- Magister Hukum bidang Bisnis, Universitas Indonesia; dan
- Sarjana Hukum bidang Bisnis, Universitas Trisakti.
- Master of Law in Business, Universitas Indonesia; and
- Bachelor of Law in Business, Universitas Trisakti.

### Dasar Pengangkatan dan Periode Jabatan

Basis of Appointment and Term of Office

Surat Keputusan Dewan Komisaris No. 002/DEKOM RR/VIII/2015 tanggal 15 Agustus 2015 (2015-berakhir berdasarkan hasil evaluasi dari Dewan Komisaris).

Board of Commissioners' Decision Letter No. 002/DEKOM RR/VIII/2015 dated 15 August 2015 (2015-end of term of office based on Board of Commissioners evaluation result).

### Pengalaman Kerja

Work Experience

- *Corporate Affairs* dan *Corporate Communication* PT Indika Energy Tbk (2012-2014);
- *Corporate Affairs* dan *Corporate Communication* PT Lion Super Indo (2011-2012);
- *Corporate Affairs* dan *Corporate Communication* PT Global Informasi Bermutu (Global TV) (2005-2011); dan
- *Mid Senior Associate* PT Moores Rowland Indonesia (2004-2005).
- Corporate Affairs and Corporate Communication of PT Indika Energy Tbk (2012-2014);
- Corporate Affairs and Corporate Communication of PT Lion Super Indo (2011-2012);
- Corporate Affairs and Corporate Communication of PT Global Informasi Bermutu (Global TV) (2005-2011); and
- Mid Senior Associate of PT Moores Rowland Indonesia (2004-2005).

### Rangkap Jabatan

Concurrent Positions

- *Office of the CEO* PT Indika Energy Tbk (sejak 2015); dan
- Direktur PT Cakrabuana Ventura Indonesia (sejak 2015).
- Office of the CEO of PT Indika Energy Tbk (since 2015); and
- Director of PT Cakrabuana Ventura Indonesia (since 2015).

### Hubungan Afiliasi

Affiliation Relationship

Tidak memiliki hubungan keuangan, kepengurusan, dan keluarga dengan anggota Dewan Komisaris, anggota Direksi, serta Pemegang Saham Utama dan Pengendali.

Does not have financial, management, and family relationships with members of Board of Commissioners, members of Board of Directors, and Main and Controlling Shareholders.

## Profil Sekretaris Perusahaan Corporate Secretary Profile

**Yuni Pattinasarani**  
Sekretaris Perusahaan  
Corporate Secretary



### Riwayat Pendidikan

Educational Background

Sarjana Hukum bidang Perdata, Universitas Pancasila (2008). Bachelor of Law, majoring in Civil Law, Universitas Pancasila (2008).

### Dasar Pengangkatan dan Periode Jabatan

Basis of Appointment and Term of Office

Surat Keputusan Direksi tanggal 1 Desember 2020 (2020-berakhir berdasarkan hasil evaluasi dari Direksi). Board of Directors' Decision Letter dated 1 December 2020 (2020-end of term of office based on Board of Directors evaluation result).

### Pengalaman Kerja

Work Experience

- *Corporate Secretary Assistant* PT Dyandra Media International Tbk (2014-2019);
- *Legal Assistant Manager* PT Dyandra Media International Tbk (2010-2014);
- *Junior Associates* (Adisuryo & Co) (2010); dan
- *Legal Staff* PT Surya Darma Perkasa (2008-2010).
- *Corporate Secretary Assistant* PT Dyandra Media International Tbk (2014-2019);
- *Legal Assistant Manager* PT Dyandra Media International Tbk (2010-2014);
- *Junior Associates* (Adisuryo & Co) (2010); and
- *Legal Staff* PT Surya Darma Perkasa (2008-2010).

### Rangkap Jabatan

Concurrent Positions

Tidak memiliki rangkap jabatan di dalam dan di luar Perseroan. Does not have concurrent positions inside and outside the Company.

### Hubungan Afiliasi

Affiliation Relationship

Tidak memiliki hubungan keuangan, kepengurusan, dan kekeluargaan dengan anggota Dewan Komisaris lainnya, anggota Direksi, serta Pemegang Saham Utama dan Pengendali. Does not have financial, management, and family relationships with other members of Board of Commissioners, members of Board of Directors, and Main and Controlling Shareholders.



### Kewarganegaraan

Nationality

**Warga Negara Indonesia**  
Indonesian



### Domisili

Domicile

**Jakarta**



### Usia

Age

**34 Tahun**  
34 Years



## Profil Ketua Audit Internal Internal Audit Head's Profile



### Danan Wirawan

**Ketua Audit Internal**  
Chairman of Internal Audit



#### Kewarganegaraan

Nationality

**Warga Negara Indonesia**  
Indonesian



#### Domisili

Domicile

**Jakarta**



#### Usia

Age

**36 Tahun**  
36 Years

#### Riwayat Pendidikan

Educational Background

Sarjana Ekonomi, Universitas Gunadarma.

Bachelor of Economics, Universitas Gunadarma.

#### Dasar Pengangkatan dan Periode Jabatan

Basis of Appointment and Term of Office

Surat Keputusan Direktur Utama PT Rukun Raharja Tbk No. 002/DIRUT RR/XII/2014 tanggal 12 Desember 2014 (2014-berakhir berdasarkan hasil evaluasi dari Direksi).

Decision Letter of President Director of PT Rukun Raharja Tbk No. 002/DIRUT RR/XII/2014 dated 12 December 2014 (2014-end of term of office based on Board of Directors evaluation result).

#### Sertifikasi

Certification

Sertifikasi Internal Audit tingkat I.

Internal Audit Certification Level I.

#### Pengalaman Kerja

Work Experience

Senior Consultant KAP Tjiendradjaja & Handoko Tomo (terafiliasi dengan Mazars International) (2010-2012).

Senior Consultant of KAP Tjiendradjaja & Handoko Tomo (affiliated with Mazars International) (2010-2012).

#### Rangkap Jabatan

Concurrent Positions

Tidak memiliki rangkap jabatan di dalam dan di luar Perseroan.

Does not have concurrent positions inside and outside the Company.

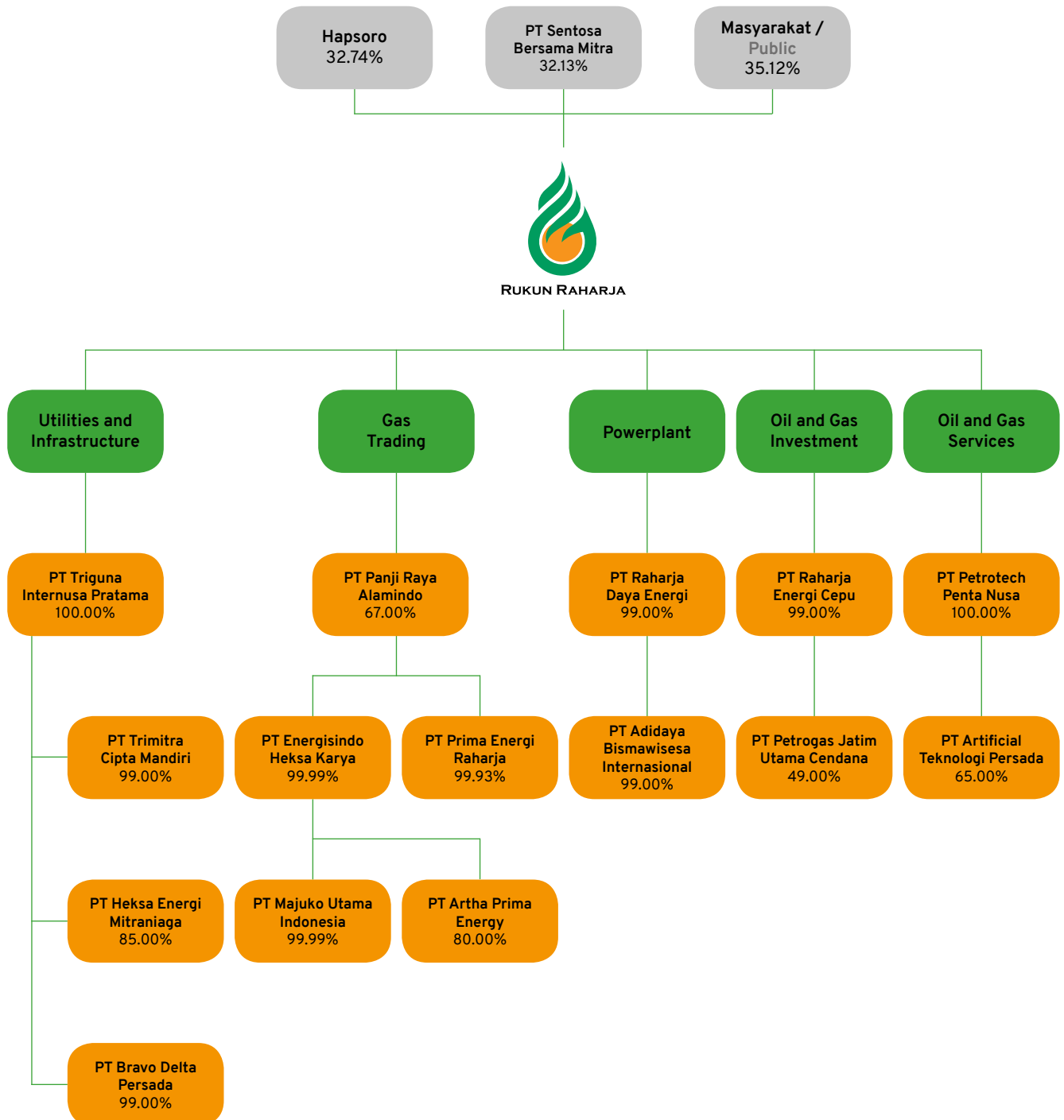
#### Hubungan Afiliasi

Affiliation Relationship

Tidak memiliki hubungan keuangan, kepengurusan, dan keluarga dengan anggota Dewan Komisaris, anggota Direksi, serta Pemegang Saham Utama dan Pengendali.

Does not have financial, management, and family relationships with members of Board of Commissioners, members of Board of Directors, and Main and Controlling Shareholders.

## Struktur Korporasi Corporate Structure





## Entitas Anak dan Asosiasi

### Subsidiaries and Associated Entity

#### Entitas Anak

#### Subsidiaries

#### Kepemilikan Langsung

#### Direct Ownership

### PT Triguna Internusa Pratama

#### Identitas Perusahaan / Company Identity

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation	Dasar Hukum Pendirian Legal Basis of Incorporation	
Jakarta, 2007	Akta Pendirian No. 164 tanggal 20 Januari 2003 yang dibuat oleh Dradjat Darmadji, SH, dan telah memperoleh pengesahan dari Menteri Kehakiman dan Hak Asasi Manusia Republik Indonesia No. C-07817.HT.01.01-TH.2003 tertanggal 10 April 2003. Deed of Incorporation No. 164 dated 20 January 2003 made before Dradjat Darmadji, SH, and has obtained validation from the Minister of Justice and Human Rights of the Republic of Indonesia No. C-07817.HT.01.01-TH.2003 dated 10 April 2003.	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share
Rp250,001,000,000	Rp214,613,000,000	Rp1,000,000
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status
Transmisi gas dan kompresi gas Gas transmission and gas compression	PT Rukun Raharja Tbk 99.999% PT Rukun Prima Sarana 0.001%	Beroperasi Operating
Alamat / Address		
Office Park Thamrin Residences B07-08 Jl. Thamrin Boulevard Kel. Kebon Melati, Kec. Tanah Abang Jakarta Pusat, 10220 T : (+6221) 2357 9802 F : (+6221) 2929 1097		

#### Susunan Pengurus / Management Composition

Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors
Komisaris Utama / President Commissioner : Djauhar Maulidi Komisaris / Commissioner : Darwin Zahedi Saleh	Direktur Utama / President Director : Ignatius Tri Handoyo Direktur / Director : Faizal Al Fariz Direktur / Director : Deny Dwiantoro

#### Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan Konsolidasian / Consolidated Statements of Financial Position</b> (dalam USD / in USD)				
Total Aset	35,979,121	30,517,635	32,319,830	Total Assets
Total Liabilitas	9,750,691	2,184,756	1,221,332	Total Liabilities
Total Ekuitas	26,228,430	28,332,879	31,098,498	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian / Consolidated Statement of Profit or Loss and Other Comprehensive Income</b> (dalam USD / in USD)				
Pendapatan Usaha	8,664,498	9,225,616	12,510,284	Revenues
Beban Pokok Pendapatan	(5,495,996)	(5,198,902)	(5,609,774)	Cost of Revenues
Laba Bruto	3,168,502	4,026,714	6,900,510	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	394,766	2,014,245	3,753,357	Income Before Income Tax Expenses
Laba Tahun Berjalan	167,957	1,399,161	2,396,977	Income for the Year
Penghasilan Komprehensif Lain	75,501	11,547	(74,285)	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	243,458	1,410,708	2,322,692	Comprehensive Income for the Year



## PT Panji Raya Alamindo

## Identitas Perusahaan / Company Identity

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation	Dasar Hukum Pendirian Legal Basis of Incorporation	
Jakarta, 2007	Akta No. 4 tanggal 15 Mei 2007 yang dibuat oleh Ninuk Kartini, SH, dan telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. W7-06616 HT.01.01.TH.2007 tanggal 14 Juni 2007. Deed No. 4 dated 15 May 2007, made before Ninuk Kartini, SH, which has obtained validation from the Minister of Law and Human Rights of the Republic of Indonesia under the Decree No. W7-06616. HT.01.01.TH.2007 dated 14 June 2007.	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share
Rp500,000,000,000	Rp335,756,000,000	Rp1,000,000
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status
Investasi Investment	PT Rukun Raharja Tbk 67.00% TG&D Singapore Investment Holdings Pte Ltd 33.00%	Beroperasi Operating
Alamat / Address		
Graha Mustika Ratu Lt. 5 No. 505 Jl. Jenderal Gatot Subroto Kav.74-75 Jakarta T : (+6221) 8370 9057 F : (+6221) 8370 7143		

## Susunan Pengurus / Management Composition

Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors
Komisaris Utama / President Commissioner : Djauhar Maulidi Komisaris / Commissioner : Mikio Matsumoto Komisaris / Commissioner : Sumantri	Direktur Utama / President Director : M Oka Lesmana Firdauzi Direktur / Director : Masataka Sengoku Direktur / Director : Budi Sulistyono

## Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan Konsolidasian / Consolidated Statements of Financial Position</b> (dalam USD / in USD)				
Total Aset	65,859,528	59,008,132	56,495,913	Total Assets
Total Liabilitas	12,964,021	10,383,268	11,423,635	Total Liabilities
Total Ekuitas	52,895,507	48,624,864	45,072,278	Total Equity
<b>Labanya Rugi dan Penghasilan Komprehensif Lain Konsolidasian / Consolidated Statements of Profit or Loss and Other Comprehensive Income</b> (dalam USD / in USD)				
Pendapatan Usaha	89,386,828	89,266,860	106,037,362	Revenues
Beban Pokok Pendapatan	(76,925,580)	(77,198,112)	(95,462,472)	Cost of Revenues
Laba Bruto	12,461,248	12,068,748	10,574,890	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	6,691,706	5,934,706	4,067,161	Income Before Income Tax Expenses
Laba Tahun Berjalan	5,013,238	4,373,062	2,634,874	Income for the Year
Penghasilan Komprehensif Lain	51,124	(18,425)	(23,131)	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	5,064,362	4,354,637	2,611,743	Comprehensive Income for the Year



## PT PDPDE Gas

### Identitas Perusahaan / Company Identity

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation		Dasar Hukum Pendirian Legal Basis of Incorporation	
Jakarta, 2009		<p>Akta No. 10 tanggal 21 Desember 2009 dari Notaris Syarifudin SH. Akta pendirian ini telah mendapat pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-22708.AH.01.01.Tahun 2010 tanggal 3 Mei 2010.</p> <p>Deed No. 10 dated 21 December 2009, made before Notary Syarifudin, SH. The Deed of Incorporation has obtained validation from the Minister of Law and Human Rights of the Republic of Indonesia under the Decree No. AHU-22708.AH.01.01.Tahun 2010 dated 3 May 2010.</p>	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share	
Rp200,000,000,000	Rp53,500,000,000	Rp1,000,000	
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status	
Distributor gas alam Natural gas distribution	PT Rukun Raharja Tbk <b>85.00%</b> PDPDE Sumsel <b>15.00%</b>	Beroperasi Operating	
Alamat / Address			
Office Park Thamrin Residences A01-05 Jl. Thamrin Boulevard Kel. Kebon Melati, Kec. Tanah Abang Jakarta Pusat, 10220 T : (+6221) 2929 1080 F : (+6221) 2929 1079			

### Susunan Pengurus / Management Composition

Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors	
Komisaris Utama / President Commissioner	: Djauhar Maulidi	Direktur Utama / President Director	: Yasser Arafat
Komisaris / Commissioner	: M Zulkarnain	Direktur / Director	: Windu Margono

### Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan / Statements of Financial Position</b> (dalam USD / in USD)				
Total Aset	9,696,033	11,070,054	13,148,012	Total Assets
Total Liabilitas	328,725	286,548	295,884	Total Liabilities
Total Ekuitas	9,367,308	10,783,506	12,852,128	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain / Statements of Profit or Loss and Other Comprehensive Income</b> (dalam USD / in USD)				
Pendapatan Usaha	1,214,245	2,205,859	5,341,971	Revenues
Beban Pokok Pendapatan	(1,474,455)	(2,193,680)	(5,703,186)	Cost of Revenues
Laba Bruto	(260,210)	12,179	(361,215)	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	(38,241)	(1,378,635)	(762,074)	Income Before Income Tax Expenses
Laba Tahun Berjalan	(625,198)	(1,153,771)	(624,138)	Income for the Year
Penghasilan Komprehensif Lain	-	(64,851)	(58,020)	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	(625,198)	(1,218,622)	(682,158)	Comprehensive Income for the Year

## PT Rahrja Energi Cepu

## Identitas Perusahaan / Company Identity

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation	Dasar Hukum Pendirian Legal Basis of Incorporation	
Jakarta, 2007	Akta Notaris No. 7 tanggal 16 Oktober 2006 dari Indah Setyaningsih dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. W7-06263 HT.01.01-TH.2007 tanggal 7 Juni 2007 dan telah diumumkan dalam Berita Acara Republik Indonesia No. 18940, Tambahan No. 58, tanggal 21 Juli 2007. Notarial Deed No. 7 dated 16 October 2006, made before Indah Setyaningsih, which has been validated by Minister of Law and Human Rights of the Republic of Indonesia under the Decree No. W7-06263 HT.01.01-TH.2007 dated 7 June 2007, and has been announced in the Official Gazette of the Republic of Indonesia No. 18940, Supplement No. 58, dated 21 July 2007.	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share
Rp25,250,000,000	Rp25,250,000,000	Rp100,000
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status
Jasa konsultasi manajemen dan bisnis Management and business consulting services	PT Rukun Rahrja Tbk 99.996% PT Rukun Prima Sarana 0.004%	Beroperasi Operating
Alamat / Address		
Office Park Thamrin Residence A01-05 Jl. Thamrin Boulevard Kel. Kebon Melati, Kec. Tanah Abang Jakarta Pusat, 10220 T : (+6221) 2357 9812 F : (+6221) 2357 9813		

## Susunan Pengurus / Management Composition

Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors
Komisaris / Commissioner: M Oka Lesmana Firdausi	Direktur / Director : Alexandra Sinta Wahjudewanti

## Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan / Statements of Financial Position</b>				(dalam USD / in USD)
Total Aset	14,335,484	21,775,143	36,636,513	Total Assets
Total Liabilitas	2,814,510	5,033,779	17,217,384	Total Liabilities
Total Ekuitas	11,520,974	16,741,364	18,419,129	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain / Statements of Profit or Loss and Other Comprehensive Income</b>				(dalam USD / in USD)
Pendapatan Usaha	-	-	-	Revenues
Beban Pokok Pendapatan	-	-	-	Cost of Revenues
Laba Bruto	-	-	-	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	2,158,184	(355,711)	6,016,440	Income Before Income Tax Expenses
Laba Tahun Berjalan	2,158,767	(356,139)	6,013,377	Income for the Year
Penghasilan Komprehensif Lain	(19,776)	6,310	52,284	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	2,138,991	(349,829)	6,065,660	Comprehensive Income for the Year



## PT Rahrarja Daya Energi

### Identitas Perusahaan / Company Identity

<b>Kedudukan dan Tahun Operasi Komersial</b> Domicile and Year of Commercial Operation	<b>Dasar Hukum Pendirian</b> Legal Basis of Incorporation	
Jakarta, 2015	<p>Akta Pendirian No. 1 tanggal 1 September 2014 dibuat di hadapan Rini Yulianti, SH dan telah memperoleh pengesahan oleh Menteri Hukum dan Hak Asasi Manusia berdasarkan Surat Keputusan No. AHU-24289.40.10.2014 tanggal 11 September 2014.</p> <p>Deed of Incorporation No. 1 dated 1 September 2014, made before Rini Yulianti, SH, which has been validated by Minister of Law and Human Rights of the Republic of Indonesia under the Decree No. AHU-24289.40.10.2014 dated 11 September 2014.</p>	
<b>Modal Dasar / Authorized Capital</b>	<b>Modal Disetor / Paid-In Capital</b>	<b>Nominal per Saham / Nominal per Share</b>
Rp20,000,000,000	Rp5,000,000,000	Rp1,000,000
<b>Bidang Usaha / Line of Business</b>	<b>Persentase Kepemilikan / Ownership Percentage</b>	<b>Status Operasi / Operation Status</b>
Pengembang, perindustrian, perdagangan, dan jasa umum Developer, industry, trade, and public services	PT Rukun Rahrarja Tbk 99.00% PT Rukun Prima Sarana 1.00%	Belum beroperasi Not operating
<b>Alamat / Address</b>		
Office Park Thamrin Residences A01-05 Jl. Thamrin Boulevard Kel. Kebon Melati, Kec. Tanah Abang Jakarta Pusat, 10220 T : (+6221) 2929 1053 F : (+6221) 2357 9803		

### Susunan Pengurus / Management Composition

<b>Dewan Komisaris / Board of Commissioners</b>	<b>Direksi / Board of Directors</b>
Komisaris / Commissioner : M Oka Lesmana Firdausi	Direktur / Director : Triyono

### Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan Konsolidasian / Consolidated Statements of Financial Position</b> (dalam USD / in USD)				
Total Aset	159,089	256,960	306,147	Total Assets
Total Liabilitas	192,396	193,163	194,264	Total Liabilities
Total Ekuitas	(33,307)	63,797	111,883	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian / Consolidated Statements of Profit or Loss and Other Comprehensive Income</b> (dalam USD / in USD)				
Pendapatan Usaha	-	-	-	Revenues
Beban Pokok Pendapatan	-	-	-	Cost of Revenues
Laba Bruto	-	-	-	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	(102,717)	(48,086)	(122,016)	Income Before Income Tax Expenses
Laba Tahun Berjalan	(97,104)	(48,086)	(122,016)	Income for the Year
Penghasilan Komprehensif Lain	-	-	-	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	(97,104)	(48,086)	(122,016)	Comprehensive Income for the Year

## PT Rukun Prima Sarana

## Identitas Perusahaan / Company Identity

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation	Dasar Hukum Pendirian Legal Basis of Incorporation	
Jakarta, 2015	<p>Akta Pendirian No. 26 tanggal 23 Mei 2012 yang dibuat dihadapan Rini Yulianti, SH, dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-27733.AH.01.01 tanggal 24 Mei 2012.</p> <p>Deed of Incorporation No. 26 dated 23 May 2012, made before Rini Yulianti, SH, which has been validated by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-27733.AH.01.01 dated 24 May 2012.</p>	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share
Rp40,004,000,000	Rp10,001,000,000	Rp1,000,000
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status
Industri pembangkit tenaga listrik, perdagangan, dan perindustrian Industrial power generation, trading, and industry	PT Rukun Raharja Tbk 97.49% Djauhar Maulidi 2.51%	Belum beroperasi Not operating
Alamat / Address		
Office Park Thamrin Residences A01-05 Jl. Thamrin Boulevard Kel. Kebon Melati, Kec. Tanah Abang Jakarta Pusat, 10220 T : (+6221) 2929 1053 F : (+6221) 2357 9803		

## Susunan Pengurus / Management Composition

Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors
Komisaris / Commissioner : Djauhar Maulidi	Direktur / Director : M Oka Lesmana Firdauzi

## Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan / Statements of Financial Position</b> (dalam USD / in USD)				
Total Aset	700,890	709,039	719,445	Total Assets
Total Liabilitas	-	-	-	Total Liabilities
Total Ekuitas	700,890	709,039	719,445	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain / Statements of Profit or Loss and Other Comprehensive Income</b> (dalam USD / in USD)				
Pendapatan Usaha	-	-	-	Revenues
Beban Pokok Pendapatan	-	-	-	Cost of Revenues
Laba Bruto	-	-	-	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	(8,149)	(10,405)	(358,830)	Income Before Income Tax Expenses
Laba Tahun Berjalan	(8,149)	(10,405)	(358,830)	Income for the Year
Penghasilan Komprehensif Lain	-	-	-	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	-	-	-	Comprehensive Income for the Year



## PT Bumi Karya Artha

### Identitas Perusahaan / Company Identity

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation		Dasar Hukum Pendirian Legal Basis of Incorporation	
Jakarta, 2018		Akta No. 18 tanggal 26 April 2006, Notaris Achmad Sulomo, SH. Deed No. 18 dated 26 April 2006, Notary Achmad Sulomo, SH.	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share	
Rp3,000,000,000	Rp1,000,000,000	Rp100,000	
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status	
Usaha jasa Services business	PT Energasindo Heksa Karya 99,99% PT Rukun Raharja Tbk 0,01%	Belum beroperasi Not operating	
Alamat / Address			
Jakarta			

### Susunan Pengurus / Management Composition

Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors	
Komisaris / Commissioner : Budi Sulistyono		Direktur / Director : Agustinus Hendrayana	

### Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan / Statements of Financial Position</b> (dalam USD / in USD)				
Total Aset	73,508	73,508	73,508	Total Assets
Total Liabilitas	-	-	-	Total Liabilities
Total Ekuitas	73,508	73,508	73,508	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain / Statements of Profit or Loss and Other Comprehensive Income</b> (dalam USD / in USD)				
Pendapatan Usaha	-	-	-	Revenues
Beban Pokok Pendapatan	-	-	-	Cost of Revenues
Laba Bruto	-	-	-	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	-	-	-	Income Before Income Tax Expenses
Laba Tahun Berjalan	-	-	-	Income for the Year
Penghasilan Komprehensif Lain	-	-	-	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	-	-	-	Comprehensive Income for the Year

## PT Petrotech Penta Nusa

## Identitas Perusahaan / Company Identity

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation	Dasar Hukum Pendirian Legal Basis of Incorporation	
Jakarta, 2004	Akta No. 26 tanggal 9 September 2004, Notaris FX Budi Santoso Isbandi, SH. Deed No. 26 dated 9 September 2004, Notary FX Budi Santoso Isbandi, SH.	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share
Rp11,000,000,000	Rp11,000,000,000	Rp500,000
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status
Perdagangan, pertambangan, dan jasa Trade, mining, and services	PT Rukun Raharja Tbk 99.90% PT Rukun Prima Sarana 0.10%	Beroperasi Operating
Alamat / Address		
Jakarta		

## Susunan Pengurus / Management Composition

Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors	
Komisaris Utama / President Commissioner	: Sumantri	Direktur Utama / President Director	: Yasser Arafat
Komisaris / Commissioner	: Surya Yudi Wirman	Direktur / Director	: Windu Margono
		Direktur / Director	: I Ketut Siola

## Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan Konsolidasian / Consolidated Statements of Financial Position</b>				(dalam USD / in USD)
Total Aset	2,156,579	1,198,143	1,389,252	Total Assets
Total Liabilitas	1,435,193	428,910	576,342	Total Liabilities
Total Ekuitas	721,386	769,233	812,910	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian / Consolidated Statements of Profit or Loss and Other Comprehensive Income</b>				(dalam USD / in USD)
Pendapatan Usaha	95,304	-	1,164,784	Revenues
Beban Pokok Pendapatan	(81,223)	-	(1,135,847)	Cost of Revenues
Laba Bruto	14,081	-	28,937	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	(154,733)	(43,677)	(134,077)	Income Before Income Tax Expenses
Laba Tahun Berjalan	(152,072)	(43,677)	(134,077)	Income for the Year
Penghasilan Komprehensif Lain	(550)	-	-	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	(152,622)	(43,677)	(134,077)	Comprehensive Income for the Year



## Kepemilikan Tidak Langsung

## Indirect Ownership

**PT Energasindo Heksa Raya**  
 (Melalui / Through PT Panji Raya Alamindo)

## Identitas Perusahaan / Company Identity

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation		Dasar Hukum Pendirian Legal Basis of Incorporation	
Jakarta, 2005		Akta No. 4 tanggal 18 September 1998, Notaris Syaril Mamora Siregar, SH. Deed No. 4 dated 18 September 1998, Notary Syaril Mamora Siregar, SH.	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share	
Rp240,000,000,000	Rp71,030,000,000	Rp100,000	
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status	
Distributor gas alam Natural gas distributor	PT Panji Raya Alamindo 99.99% PT Rukun Raharja Tbk 0.01%	Beroperasi Operating	
Alamat / Address			
Office Park Thamrin Residences A01-05 Jl. Thamrin Boulevard Kel. Kebon Melati, Kec. Tanah Abang Jakarta Pusat, 10220 T : (+6221) 2357 9930 F : (+6221) 2357 9936			

## Susunan Pengurus / Management Composition

Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors	
Komisaris Utama / President Commissioner	: Djauhar Maulidi	Direktur Utama / President Director	: Agustinus Hendrayana
Komisaris / Commissioner	: Mikio Matsumoto	Direktur / Director	: Budi Sulistyio
Komisaris / Commissioner	: Muhammad Giri Ramanda Nazaputra Kiemas	Direktur / Director	: Masataka Sengoku

## Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan Konsolidasian / Consolidated Statements of Financial Position</b>				(dalam USD / in USD)
Total Aset	56,109,515	47,195,745	44,664,985	Total Assets
Total Liabilitas	23,063,430	20,477,129	21,562,155	Total Liabilities
Total Ekuitas	31,046,085	26,718,616	23,102,830	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian / Consolidated Statements of Profit or Loss and Other Comprehensive Income</b>				(dalam USD / in USD)
Pendapatan Usaha	89,386,828	89,258,515	106,027,758	Revenues
Beban Pokok Pendapatan	(76,889,251)	(77,161,783)	(95,442,128)	Cost of Revenues
Laba Bruto	12,497,577	12,096,732	10,585,630	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	6,748,391	5,997,794	4,162,424	Income Before Income Tax Expenses
Laba Tahun Berjalan	5,069,923	4,436,151	2,730,136	Income for the Year
Penghasilan Komprehensif Lain	51,124	(18,425)	(23,132)	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	5,121,047	4,417,726	2,707,004	Comprehensive Income for the Year



## PT Prima Energi Raharja (Melalui / Through PT Panji Raya Alamindo)

### Identitas Perusahaan / Company Identity

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation		Dasar Hukum Pendirian Legal Basis of Incorporation	
Jakarta, 2015		Akta No. 35 tanggal 25 Mei 2012, Notaris Rini Yulianti, SH. Deed No. 35 dated 25 May 2012, Notary Rini Yulianti, SH.	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share	
Rp40,004,000,000	Rp14,325,000,000	Rp1,000,000	
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status	
Distributor gas alam Natural gas distributor	PT Panji Raya Alamindo 99.93% PT Rukun Raharja Tbk 0.07%	Beroperasi Operating	
Alamat / Address			
Office Park Thamrin Residences A01-05 Jl. Thamrin Boulevard Kel. Kebon Melati, Kec. Tanah Abang Jakarta Pusat, 10220 T : (+6221) 2357 9802 F : (+6221) 2929 1097			

### Susunan Pengurus / Management Composition

Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors	
Komisaris Utama / President Commissioner : M Oka Lesmana Firdausi	Direktur Utama / President Director : Agustinus Hendrayana	Komisaris / Commissioner : Mikio Matsumoto	Direktur / Director : Masataka Sengoku
Komisaris / Commissioner : Sumantri	Direktur / Director : Agus Dwi Putranto		

### Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan / Statements of Financial Position</b> <span style="float: right;">(dalam USD / in USD)</span>				
Total Aset	817,890	859,303	904,448	Total Assets
Total Liabilitas	280,644	270,273	262,355	Total Liabilities
Total Ekuitas	537,246	589,030	642,093	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain / Statements of Profit or Loss and Other Comprehensive Income</b> <span style="float: right;">(dalam USD / in USD)</span>				
Pendapatan Usaha	-	8,345	9,604	Revenues
Beban Pokok Pendapatan	-	(36,329)	(36,329)	Cost of Revenues
Laba Bruto	-	(27,984)	(26,725)	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	(51,784)	(53,064)	(406,319)	Income Before Income Tax Expenses
Laba Tahun Berjalan	(51,784)	(53,064)	(406,319)	Income for the Year
Penghasilan Komprehensif Lain	-	-	-	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	(51,784)	(53,064)	(406,319)	Comprehensive Income for the Year



## PT Adidaya Bismawisesa Internasional (Melalui / Through PT Rahrja Daya Energi)

### Identitas Perusahaan / Company Identity

<b>Kedudukan dan Tahun Operasi Komersial</b> Domicile and Year of Commercial Operation		<b>Dasar Hukum Pendirian</b> Legal Basis of Incorporation	
Jakarta, 2015		Akta No. 17 tanggal 28 Mei 2014, Notaris Syarifudin, SH. Deed No. 17 dated 28 May 2014, Notary Syarifudin, SH.	
<b>Modal Dasar / Authorized Capital</b>	<b>Modal Disetor / Paid-In Capital</b>	<b>Nominal per Saham / Nominal per Share</b>	
Rp10,000,000,000	Rp5,000,000,000	Rp1,000,000	
<b>Bidang Usaha / Line of Business</b>	<b>Persentase Kepemilikan / Ownership Percentage</b>	<b>Status Operasi / Operation Status</b>	
Perdagangan dan pembangunan Trading and construction	PT Rahrja Daya Energi 99.00% PT Rukun Rahrja Tbk 1.00%	Belum Beroperasi Not Operating	
<b>Alamat / Address</b>			
Office Park Thamrin Residences A01-05 Jl. Thamrin Boulevard Kel. Kebon Melati, Kec. Tanah Abang Jakarta Pusat, 10220 T : (+6221) 2929 1053 F : (+6221) 2357 9803			

### Susunan Pengurus / Management Composition

<b>Dewan Komisaris / Board of Commissioners</b>	<b>Direksi / Board of Directors</b>
Komisaris / Commissioner : M Oka Lesmana Firdauzi	Direktur / Director : Triyono

### Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan / Statements of Financial Position</b>				(dalam USD / in USD)
Total Aset	414,130	462,930	489,687	Total Assets
Total Liabilitas	137,554	141,204	141,560	Total Liabilities
Total Ekuitas	276,576	321,726	348,127	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain / Statements of Profit or Loss and Other Comprehensive Income</b>				(dalam USD / in USD)
Pendapatan Usaha	-	-	-	Revenues
Beban Pokok Pendapatan	-	-	-	Cost of Revenues
Laba Bruto	-	-	-	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	(50,763)	(26,401)	(3,932)	Income Before Income Tax Expenses
Laba Tahun Berjalan	(45,150)	(26,401)	(3,932)	Income for the Year
Penghasilan Komprehensif Lain	-	-	-	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	(45,150)	(26,401)	(3,932)	Comprehensive Income for the Year

## PT Trimitra Cipta Mandiri (Melalui / Through PT Triguna Internusa Pratama)

### Identitas Perusahaan / Company Identity

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation	Dasar Hukum Pendirian Legal Basis of Incorporation	
Jakarta, 2008	Akta No. 19 tanggal 8 November 2000, Notaris Masneri, SH. Deed No. 19 dated 8 November 2000, Notary Masneri, SH.	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share
Rp5,000,000,000	Rp5,000,000,000	Rp1,000,000
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status
Operating dan maintenance Operating and maintenance	PT Triguna Internusa Pratama 99.00% PT Rukun Raharja Tbk 1.00%	Beroperasi Operating
Alamat / Address		
Office Park Thamrin Residence B07-08 Jl. Thamrin Boulevard Kel. Kebon Melati, Kec. Tanah Abang Jakarta Pusat, 10220 T: (+6221) 2357 9802 F: (+6221) 2357 1097		

### Susunan Pengurus / Management Composition

Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors	
Komisaris Utama / Commissioner : Djauhar Maulidi	Direktur Utama / President Director Direktur / Director	: Ignatius Tri Handoyo : Faizal Al Fariz

### Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan / Statements of Financial Position</b> <span style="float: right;">(dalam USD / in USD)</span>				
Total Aset	1,885,109	903,583	1,264,632	Total Assets
Total Liabilitas	495,733	252,449	256,018	Total Liabilities
Total Ekuitas	1,389,376	651,134	1,008,614	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain / Statements of Profit or Loss and Other Comprehensive Income</b> <span style="float: right;">(dalam USD / in USD)</span>				
Pendapatan Usaha	1,395,650	570,194	690,211	Revenues
Beban Pokok Pendapatan	(283,614)	(343,817)	(517,063)	Cost of Revenues
Laba Bruto	1,112,036	226,377	173,148	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	896,700	(54,227)	(34,952)	Income Before Income Tax Expenses
Laba Tahun Berjalan	689,614	(66,995)	(52,041)	Income for the Year
Penghasilan Komprehensif Lain	48,629	8,312	(41,463)	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	738,243	(58,683)	(93,504)	Comprehensive Income for the Year



### PT Heksa Energi Mitraniaga (Melalui / Through PT Triguna Internusa Pratama)

#### Identitas Perusahaan / Company Identity

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation		Dasar Hukum Pendirian Legal Basis of Incorporation	
Jakarta, 2020		Akta No. 14 tanggal 30 Juli 2019, Notaris Mohammad Turman, SH. Deed No. 14 dated 30 July 2019, Notary Mohammad Turman, SH.	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share	
Rp10,000,000,000	Rp2,500,000,000	Rp100,000	
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status	
Pengelolaan fasilitas terminal LPG LPG discharge facility	PT Triguna Internusa Pratama 85.00%	Beroperasi Operating	
	Ricky Hadiananto 8.25%		
	FX Sigit Luhur Prabowo 6.75%		
Alamat / Address			
Office Park Thamrin Residence B07-08 Jl. Thamrin Boulevard Kel. Kebon Melati, Kec. Tanah Abang Jakarta Pusat, 10220 T : (+6221) 2357 9802 F : (+6221) 2357 1097			

#### Susunan Pengurus / Management Composition

Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors	
Komisaris Utama / President Commissioner : M Oka Lesmana Firdauzi	Direktur Utama / President Director : Faizal Al Fariz	Komisaris / Commissioner : Bugi Umar Senoadji	Direktur / Director : Ricky Hadiananto
	Direktur / Director : Triyono		

#### Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan / Statements of Financial Position</b> (dalam USD / in USD)				
Total Aset	4,358,683	238,197	179,843	Total Assets
Total Liabilitas	4,150,151	61,158	517	Total Liabilities
Total Ekuitas	208,532	177,039	179,326	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain / Statements of Profit or Loss and Other Comprehensive Income</b> (dalam USD / in USD)				
Pendapatan Usaha	169,984	-	-	Revenues
Beban Pokok Pendapatan	(93,631)	-	-	Cost of Revenues
Laba Bruto	76,353	-	-	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	35,480	(2,287)	1,187	Income Before Income Tax Expenses
Laba Tahun Berjalan	31,493	(2,287)	1,187	Income for the Year
Penghasilan Komprehensif Lain	-	-	-	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	31,493	(2,287)	1,187	Comprehensive Income for the Year

### PT Bravo Delta Persada (Melalui / Through PT Triguna Internusa Pratama)

#### Identitas Perusahaan / Company Identity

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation	Dasar Hukum Pendirian Legal Basis of Incorporation	
Jakarta, 2008	Akta No. 2 tanggal 14 November 2008, Notaris Betty Sri Ismartini Djokopranoto, SH. Deed No. 2 dated 14 November 2008, Notary Betty Sri Ismartini Djokopranoto, SH.	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share
Rp15,000,000,000	Rp10,000,000,000	Rp1,000,000,-
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status
Penyediaan fasilitas air bersih Providing clean water facilities	PT Triguna Internusa Pratama 99.00% PT Trimitra Cipta Mandiri 1.00%	Beroperasi Operating
Alamat / Address		
Office Park Thamrin Residence B07-08 Jl. Thamrin Boulevard Kel. Kebon Melati, Kec. Tanah Abang Jakarta Pusat, 10220 T : (+6221) 2357 9802 F : (+6221) 2357 1097		

#### Susunan Pengurus / Management Composition

Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors
Komisaris / Commissioner : M Oka Lesmana Firdausi	Direktur / Director : Ignatius Tri Handoyo

#### Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan / Statements of Financial Position</b>				(dalam USD / in USD)
Total Aset	1,968,639	1,233,322	1,056,660	Total Assets
Total Liabilitas	514,260	167,181	168,063	Total Liabilities
Total Ekuitas	1,454,379	1,066,141	888,597	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain / Statements of Profit or Loss and Other Comprehensive Income</b>				(dalam USD / in USD)
Pendapatan Usaha	265,432	248,895	176,230	Revenues
Beban Pokok Pendapatan	(115,172)	(55,054)	(37,888)	Cost of Revenues
Laba Bruto	150,260	193,841	138,342	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	82,046	178,787	111,896	Income Before Income Tax Expenses
Laba Tahun Berjalan	67,200	177,543	111,035	Income for the Year
Penghasilan Komprehensif Lain	-	-	-	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	67,200	177,543	111,035	Comprehensive Income for the Year


**PT Majuko Utama Indonesia**  
**(Melalui / Through PT Energasindo Heksa Karya)**
**Identitas Perusahaan / Company Identity**

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation		Dasar Hukum Pendirian Legal Basis of Incorporation	
Jakarta, 2003		Akta No.10 tanggal 23 Juli 2003, Notaris Rosliana, SH. Deed No.10 dated 23 July 2003, Notary Rosliana, SH.	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share	
Rp10,000,000,000	Rp10,000,000,000	Rp100,000	
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status	
Pengangkutan gas bumi melalui pipa Transportation of natural gas through pipelines	PT Energasindo Heksa Karya 99.99% PT Rukun Raharja Tbk 0.01%	Beroperasi Operating	
Alamat / Address			
Office Park Thamrin Residences Blok A.01-05 Jl. Thamrin Residence Boulevard Kel. Kebon Melati, Kec. Tanah Abang Jakarta Pusat, 10230			

**Susunan Pengurus / Management Composition**

Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors	
Komisaris Utama / President Commissioner Komisaris / Commissioner	: Agustinus Hendrayana : Jugi Prajogo	Direktur Utama / President Director Direktur / Director	: Budi Sulistyو : Syehani Assegaf

**Kinerja Keuangan / Financial Performance**

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan / Statements of Financial Position</b>				(dalam USD / in USD)
Total Aset	1,644,281	-	-	Total Assets
Total Liabilitas	758,251	-	-	Total Liabilities
Total Ekuitas	886,030	-	-	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain / Statements of Profit or Loss and Other Comprehensive Income</b>				(dalam USD / in USD)
Pendapatan Usaha	1,086,907	-	-	Revenues
Beban Pokok Pendapatan	(256,111)	-	-	Cost of Revenues
Laba Bruto	830,796	-	-	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	683,435	-	-	Income Before Income Tax Expenses
Laba Tahun Berjalan	546,866	-	-	Income for the Year
Penghasilan Komprehensif Lain	-	-	-	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	546,866	-	-	Comprehensive Income for the Year

### PT Artha Prima Energy (Melalui / Through PT Energasindo Heksa Karya)

#### Identitas Perusahaan / Company Identity

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation	Dasar Hukum Pendirian Legal Basis of Incorporation	
Jawa Barat, 2017 West Java, 2017	Akta No. 3 Tanggal 17 Juli 2017, Notaris Refki Ridwan, SH, MBA. Deed No. 3 dated 17 July 2017, Notary Refki Ridwan, SH, MBA.	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share
Rp10,000,000,000	Rp10,000,000,000	Rp500,000
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status
Niaga CNG CNG Commerce	PT Energasindo Heksa Karya 80.00% Ny. Dee Valent 20.00%	Beroperasi Operating
Alamat / Address		
Jl. Olympic Raya Kav. C2 No. 2 Kab. Bogor, Jawa Barat		

#### Susunan Pengurus / Management Composition

Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors
Komisaris Utama / President Commissioner : Agustinus Hendrayana Komisaris / Commissioner : Masataka Sengoku Komisaris / Commissioner : Sanddy Gunawan	Direktur Utama / President Director : Dee Valent Direktur / Director : Agus Dwi Putranto Direktur / Director : Mashuna Ulie Azmi

#### Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan / Statements of Financial Position</b>				(dalam USD / in USD)
Total Aset	1,989,141	-	-	Total Assets
Total Liabilitas	1,046,303	-	-	Total Liabilities
Total Ekuitas	942,838	-	-	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain / Statements of Profit or Loss and Other Comprehensive Income</b>				(dalam USD / in USD)
Pendapatan Usaha	2,091,146	-	-	Revenues
Beban Pokok Pendapatan	(2,028,512)	-	-	Cost of Revenues
Laba Bruto	62,634	-	-	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	(113,736)	-	-	Income Before Income Tax Expenses
Laba Tahun Berjalan	(93,317)	-	-	Income for the Year
Penghasilan Komprehensif Lain	2,128	-	-	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	(91,189)	-	-	Comprehensive Income for the Year



## PT Artifisial Teknologi Persada (Melalui / Through PT Petrotech Penta Nusa)

### Identitas Perusahaan / Company Identity

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation		Dasar Hukum Pendirian Legal Basis of Incorporation	
Jakarta, 2005		Akta No. 12 tanggal 27 Juli 2005 Notaris Endang S. Antariksa SH, MHum. Deed No. 12 dated 27 July 2005 by Notary Endang S. Antariksa SH, MHum.	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share	
Rp2,000,000,000	Rp1,000,000,000	Rp1,000,000	
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status	
Minyak dan Gas Service Oil and Gas Service	PT Petrotech Penta Nusa 65.00%	Beroperasi Operating	
	PT Pundimas Karya Teknika 20.00%		
	PT Niaga Selaras Persada 15.00%		
Alamat / Address			
Komplek Golden Fatmawati Blok G-45 Jl. RS. Fatmawati No. 15, Cilandak Jakarta Selatan, 12420			

### Susunan Pengurus / Management Composition

Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors	
Komisaris Utama / President Commissioner	: Sumantri	Direktur Utama / President Director	: Yasser Arafat
Komisaris / Commissioner	: I Ketut Siola	Direktur / Director	: Judiko
		Direktur / Director	: Sulfadi Nugroho
		Direktur / Director	: Windu Margono

### Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan / Statements of Financial Position</b> (dalam USD / in USD)				
Total Aset	755,104	-	-	Total Assets
Total Liabilitas	689,014	-	-	Total Liabilities
Total Ekuitas	66,090	-	-	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain / Statements of Profit or Loss and Other Comprehensive Income</b> (dalam USD / in USD)				
Pendapatan Usaha	1,114,797	-	-	Revenues
Beban Pokok Pendapatan	(1,139,374)	-	-	Cost of Revenues
Laba Bruto	(24,577)	-	-	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	(599,746)	-	-	Income Before Income Tax Expenses
Laba Tahun Berjalan	(604,571)	-	-	Income for the Year
Penghasilan Komprehensif Lain	151	-	-	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	(604,420)	-	-	Comprehensive Income for the Year



## Entitas Asosiasi

## Associated Entity

## PT Petrogas Jatim Utama Cendana

## Identitas Perusahaan / Company Identity

Kedudukan dan Tahun Operasi Komersial Domicile and Year of Commercial Operation		Dasar Hukum Pendirian Legal Basis of Incorporation	
Surabaya, 2007		Akta No. 5 tanggal 14 Maret 2007, Notaris Rosida, SH. Deed No. 5 dated 14 March 2007, Notary Rosida, SH.	
Modal Dasar / Authorized Capital	Modal Disetor / Paid-In Capital	Nominal per Saham / Nominal per Share	
Rp2,000,000,000	Rp500,000,000	Rp1,000,000	
Bidang Usaha / Line of Business	Persentase Kepemilikan / Ownership Percentage	Status Operasi / Operation Status	
Pertambangan minyak dan gas bumi Oil and gas mining	PT Rukun Raharja Tbk (melalui / through PT Raharja Energi Cepu) 49.00%	Beroperasi Operating	
Alamat / Address			
Surabaya			

## Susunan Pengurus / Management Composition

Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors	
Komisaris Utama / President Commissioner	: Tiat Surtiati Suwardi	Direktur Utama / President Director	: Hadi Ismoyo
Komisaris / Commissioner	: M Oka Lesmana Firdausi	Direktur / Director	: Bagus Pinandityo
Komisaris / Commissioner	: Warno Harisasono	Direktur / Director	: Alexandra Shinta Wahjudewanti

## Kinerja Keuangan / Financial Performance

Uraian	2021	2020	2019	Description
<b>Laporan Posisi Keuangan / Statements of Financial Position</b>				(dalam USD / in USD)
Total Aset	29,061,740	27,769,233	44,863,166	Total Assets
Total Liabilitas	4,158,580	4,149,059	21,716,565	Total Liabilities
Total Ekuitas	24,903,160	23,620,174	23,146,601	Total Equity
<b>Laba Rugi dan Penghasilan Komprehensif Lain / Statements of Profit or Loss and Other Comprehensive Income</b>				(dalam USD / in USD)
Pendapatan Usaha	28,195,213	31,347,233	49,645,367	Revenues
Beban Pokok Pendapatan	(10,399,013)	(18,700,972)	(25,237,011)	Cost of Revenues
Laba Bruto	17,856,200	12,646,261	24,408,356	Gross Profit
Laba Sebelum Beban Pajak Penghasilan	17,369,424	11,657,574	25,337,427	Income Before Income Tax Expenses
Laba Tahun Berjalan	6,242,852	3,498,304	13,630,195	Income for the Year
Penghasilan Komprehensif Lain	(40,454)	(9,613)	97,782	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	6,202,398	3,488,691	13,727,977	Comprehensive Income for the Year

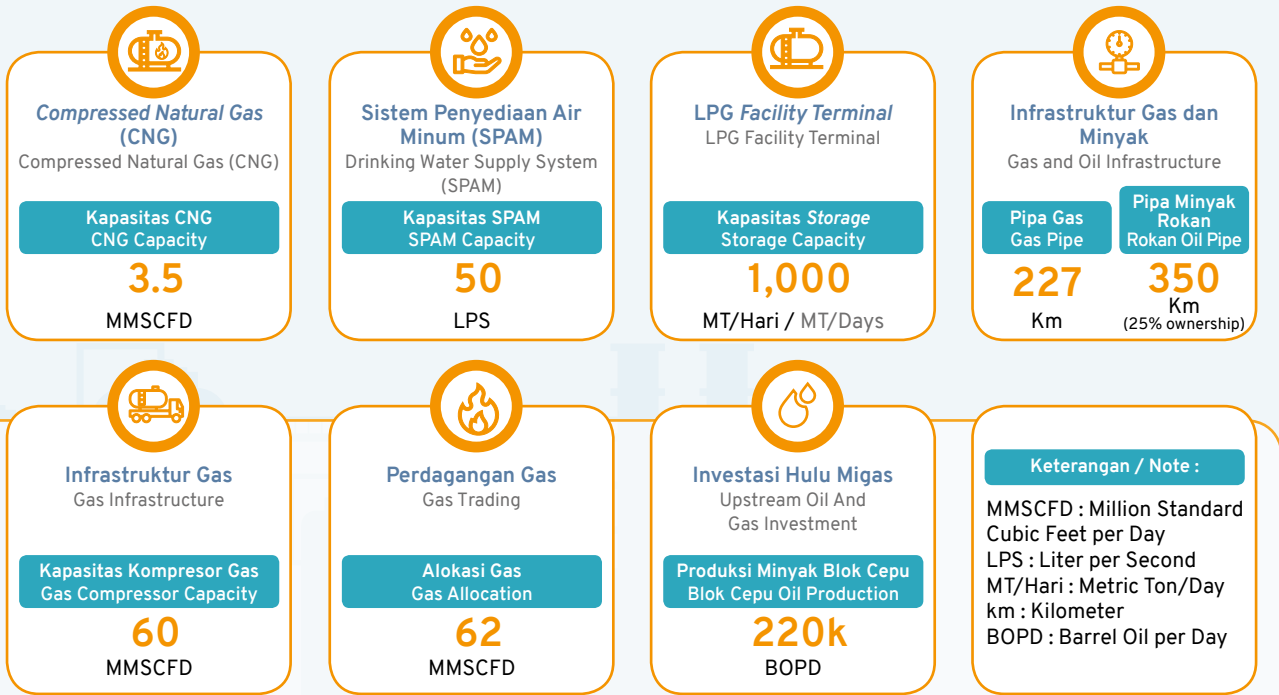


## Wilayah Operasional Operational Areas

Hingga akhir tahun 2021, wilayah operasional Perseroan dan Entitas Anak tersebar di 7 provinsi di Indonesia, yaitu Jambi, Sumatera Selatan, Riau, Banten, Jawa Barat, Jawa Tengah, dan Jawa Timur.

Until the end of 2021, the operational areas of the Company and its Subsidiaries are spread over 7 provinces in Indonesia, which are Jambi, South Sumatra, Riau, Banten, West Java, Central Java, and East Java.







## Lembaga Penunjang Pasar Modal Capital Market Supporting Institutions

Lembaga/Profesi Penunjang Supporting Institutions/ Professions	Nama Name	Alamat Address	Jasa yang Diberikan Services Provided and Fee	Periode Period
<b>Kantor Akuntan Publik</b> Public Accountant Firm	Public Accountant Firm Paul Hadiwinata, Hidajat, Arsono, Retno, Palilungan dan Rekan	UOB Plaza Lt. 42 Jl. MH Thamrin RT 9/RW 5, Gondangdia Menteng Jakarta, 10350	Audit Laporan Keuangan Konsolidasian 2021 Audit of the 2021 Consolidated Financial Statements	2021
<b>Biro Administrasi Efek</b> Share Registrar Bureau	Securities Administration Bureau PT Ficomindo Buana Registrar	Jl. Kyai Caringin No. 2-A RT 11/RW4 Kel. Cideng, Kec. Gambir Jakarta Pusat, 10150 T : (+6221) 2263 8327 / 2263 9048 E : corporate@ficomindo.com helpdesk.ficomindo@gmail.com W : www.ficomindo.com	<ol style="list-style-type: none"> <li>1. Pengelolaan Administrasi dan pencatatan para Pemegang Saham Perseroan;</li> <li>2. Administrasi pelaksanaan penambahan modal tanpa HMETD; dan</li> <li>3. Administrasi Dividen Tunai.</li> </ol>	2021

## Akses Informasi Access to Information

Informasi terkait Perseroan dapat diperoleh oleh Pemegang Saham dan pemangku kepentingan lainnya, melalui:

The Company-related information can be obtained by the Shareholders and other stakeholders, through:

### Sekretaris Perusahaan / Corporate Secretary

Yuni Pattinasarani

Office Park Thamrin Residences  
Blok A No. 01-05  
Jl. Thamrin Boulevard  
Kel. Kebon Melati, Kec. Tanah Abang  
Jakarta Pusat, 10220



+6221) 2929 1053  
+6221) 2357 9803  
corsec@raja.co.id  
www.raja.co.id

Informasi mengenai aktivitas saham dan permodalan Perseroan, dapat di akses melalui situs web Bursa Efek Indonesia ([www.idx.co.id](http://www.idx.co.id)).

Information on share activities and capital of the Company can be accessed through the Indonesia Stock Exchange website ([www.idx.co.id](http://www.idx.co.id)).





## Informasi Pemegang Saham Shareholders Information

### Komposisi Pemegang Saham

### Shareholders Composition

Pemegang Saham Shareholders	Kepemilikan Saham Awal Tahun Share Ownership at Beginning of Year			Kepemilikan Saham Akhir Tahun Shares Ownership at End of Year			Status Kepemilikan Ownership Status
	Jumlah Saham (Lembar Saham) Total Shares (Shares)	Persentase Kepemilikan Ownership Percentage (%)	Jumlah Modal Total Capital (USD)	Jumlah Saham (Lembar Saham) Total Shares (Shares)	Persentase Kepemilikan Ownership Percentage (%)	Jumlah Modal Total Capital (USD)	
<b>Kepemilikan &gt; 5% / Ownership &gt; 5%</b>							
Hapsoro	1,377,872,000	32.60	3,574,011	1,384,091,300	32.74	3,590,143	Individu Lokal Local Individual
PT Sentosa Bersama Mitra	1,333,285,004	31.54	3,458,359	1,358,285,004	32.13	3,523,205	Institusi Lokal Local Institution
Johan Lensa <sup>*)</sup>	440,512,000	10.42	1,142,628	426,565,900	10.09	1,106,454	Individu Lokal Local Individual
<b>Kepemilikan &lt; 5% / Ownership &lt; 5%</b>							
Masyarakat (Masing- Masing di bawah 5%) Public (each below 5%)	1,075,413,496	25.44	2,789,475	1,058,140,296	25.03	2,744,671	Institusi dan Individu Lokal dan Asing  Local and Foreign Institution and Individual
<b>Total</b>	<b>4,227,082,500</b>	<b>100.00</b>	<b>10,964,473</b>	<b>4,227,082,500</b>	<b>100.00</b>	<b>10,964,473</b>	

<sup>\*)</sup> Kepemilikan melalui saham publik, tidak terlibat dalam kegiatan Manajemen Perseroan.  
Ownership through public shares is not involved in the Company's Management activities.

### Komposisi Kepemilikan Saham berdasarkan Status Kepemilikan

### Shareholders Composition by Ownership Status

Status Pemilik Owner Status	Kepemilikan Saham Awal Tahun Share Ownership at Beginning of Year			Kepemilikan Saham Akhir Tahun Shares Ownership at End of Year		
	Jumlah Investor Number of Investors	Jumlah Saham (Lembar Saham) Total Shares (Shares)	Persentase Kepemilikan Ownership Percentage (%)	Jumlah Investor Number of Investors	Jumlah Saham (Lembar Saham) Total Shares (Shares)	Persentase Kepemilikan Ownership Percentage (%)
Pemodal Nasional National Investors	6,226	4,133,521,300	97.79	8,699	4,197,007,100	99.29
Perorangan Individual	6,202	2,500,704,696	59.16	8,655	2,680,195,596	63.41
Perseroan Terbatas Limited Liability	23	1,632,814,604	38.63	39	1,516,092,904	35.87
Dana Pensiun Pension Fund	-	-	-	2	54,900	0.00
Yayasan Foundation	-	-	-	2	641,700	0.02
Koperasi Cooperatives	1	2,000	0.00	1	22,000	0.00
Pemodal Asing Foreign Investors	27	93,561,200	2.21	30	30,075,400	0.71

Status Pemilik Owner Status	Kepemilikan Saham Awal Tahun Share Ownership at Beginning of Year			Kepemilikan Saham Akhir Tahun Shares Ownership at End of Year		
	Jumlah Investor Number of Investors	Jumlah Saham (Lembar Saham) Total Shares (Shares)	Persentase Kepemilikan Ownership Percentage (%)	Jumlah Investor Number of Investors	Jumlah Saham (Lembar Saham) Total Shares (Shares)	Persentase Kepemilikan Ownership Percentage (%)
Perorangan Individual	13	753,700	0.02	18	914,500	0.02
Perseroan Terbatas Limited Liability	14	92,807,500	2.20	12	29,160,900	0.69
<b>Total</b>	<b>6,253</b>	<b>4,227,082,500</b>	<b>100.00</b>	<b>8,729</b>	<b>4,227,082,500</b>	<b>100.00</b>

## Kepemilikan Saham Dewan Komisaris, Direksi, dan Manajemen Kunci Perusahaan

### Kebijakan Pengungkapan Informasi

Berdasarkan Peraturan Otoritas Jasa Keuangan No.11/POJK.04/2017 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Perusahaan Terbuka, setiap anggota Dewan Komisaris dan Direksi diwajibkan untuk menyampaikan informasi kepada Perseroan mengenai kepemilikan dan setiap perubahan kepemilikannya atas saham Perseroan paling lambat 3 hari kerja setelah terjadinya transaksi. Selanjutnya, Perseroan menyampaikan laporan kepada Otoritas Jasa Keuangan atas transaksi tersebut paling lambat 10 hari sejak terjadinya transaksi. Terkait hal tersebut, Perseroan telah menyampaikan laporan bulanan atas kepemilikan saham anggota Dewan Komisaris dan Direksi selama 2021 melalui *e-reporting* kepada Otoritas Jasa Keuangan dan Bursa Efek Indonesia.

### Pengungkapan Kepemilikan Saham

Pada tahun 2021, tidak terdapat anggota Dewan Komisaris, Direksi, hingga pejabat setingkat di bawah Direksi yang memiliki saham di Perseroan.

## Share Ownership of the Company's Board of Commissioners, Board of Directors, and Key Management

### Information Disclosure Policy

Based on the Financial Services Authority Regulation No. 11/POJK.04/2017 on Reports on Ownership or Changes in the Share Ownership of Public Company, each member of the Board of Commissioners and Board of Directors is required to inform the Company regarding ownership and any change in share ownership of the Company no later than 3 working days after the transaction. Furthermore, the Company shall submit a report of such transaction to the Financial Services Authority no later than 10 days after the transaction. In this regard, the Company already submitted a monthly report on the share ownership of members of the Board of Commissioners and Board of Directors throughout 2021 via e-reporting to the Financial Services Authority and the Indonesia Stock Exchange.

### Share Ownership Disclosure

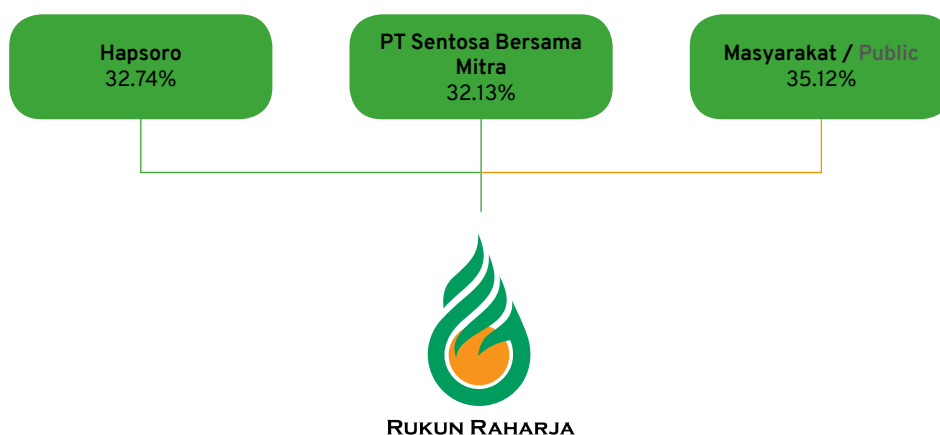
Throughout 2021, there were no members of the Board of Commissioners, Board of Directors, nor officers at one level below the Board of Directors who possessed shares in the Company.



## Pemegang Saham Utama dan Pengendali Main and Controlling Shareholders

Berdasarkan Daftar Pemegang Saham per 31 Desember 2021 yang dikeluarkan oleh PT Ficomindo Buana Registrar, Pemegang Saham Utama dan Pengendali Perseroan adalah Hapsoro dan PT Sentosa Bersama Mitra. Keduanya memiliki saham di Perseroan masing-masing sebesar 32,74% dan 32,13%. Selain itu, Hapsoro merupakan penerima manfaat utama dari PT Sentosa Bersama Mitra.

According to the Shareholder Register as of 31 December 2021 issued by PT Ficomindo Buana Registrar, the Company's Main and Controlling Shareholders are Mr. Hapsoro and PT Sentosa Bersama Mitra. Both have shares of the Company of 32.74% and 32.13%, respectively. Furthermore, Hapsoro is the main beneficiary of PT Sentosa Bersama Mitra.



Keterangan / Remark :

- : Jalur Pengendali / Control Line
- : Jalur Non-Pengendali / Non-Control Line

## Program Kepemilikan Saham Karyawan dan/atau Manajemen Employees and/or Management Stock Ownership Program

Hingga akhir tahun 2021, Perseroan tidak melaksanakan program kepemilikan saham, baik untuk karyawan ataupun manajemen.

Until the end of 2021, the Company did not carry out stock ownership program, either for employees or management.



## Kronologi Pencatatan Saham

### Chronology of Share Listing

Tanggal Penawaran Offering Date	Uraian Description	Jumlah Saham Diterbitkan (Lembar Saham) Total Shares Issued (Shares)	Harga Nominal Nominal Price (Rp)	Harga Penawaran Offering Price (Rp)	Jumlah Saham Beredar (Lembar Saham) Total Outstanding Shares (Shares)
24 December 1993	Saham Pendirian Founders' Shares	-	-	-	170,000,000
22 January 2003	Penawaran Umum Saham Perdana Initial Public Offering	120,000,000	100	100	290,000,000
15 March 2004	Hasil Pelaksanaan Konversi Waran Seri I Results of Series I Warrants Conversion	175,000	100	100	290,175,000
1 September 2005	Penawaran Umum Terbatas I Limited Public Offering I	362,718,750	100	100	652,893,750
5 June 2006	Hasil Pelaksanaan Konversi Waran Seri I Results of Series I Warrants Conversion	26,620,000	100	100	679,513,750
30 April 2012	Penawaran Umum Terbatas II Limited Public Offering II	339,756,875	100	677	1,019,270,625
19 May 2016	Perubahan Nilai Nominal Saham (Stock Split) Changes in Share Nominal Value (Stock Split)	-	25	-	4,077,082,500
21 September 2018	Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu Capital Increase without Pre-emptive Rights	150,000,000	25	233	4,227,082,500

#### Catatan / Notes:

Perseroan melaksanakan Penawaran Umum Saham Perdana dan Penawaran Umum Terbatas I di Bursa Efek Surabaya. Sementara itu, pelaksanaan Penawaran Umum Terbatas II dilaksanakan di Bursa Efek Indonesia.

The Company conducted the Initial Public Offering and Limited Public Offering I on Surabaya Stock Exchange. Meanwhile, the Limited Public Offering II was conducted on Indonesia Stock Exchange.

## Realisasi Penggunaan Dana Hasil Penawaran Umum

### Realization of Use of Proceeds from Public Offering

Perseroan melakukan penerbitan saham terakhir pada 21 September 2018 melalui Penambahan Modal Tanpa Hak Memesan Terlebih Dahulu. Realisasi penggunaan dana dari aksi korporasi tersebut telah disampaikan kepada Otoritas Jasa Keuangan dengan rincian sebagai berikut.

The last issuance of shares of the Company took place on 21 September 2018 through Capital Increase Without Preemptive Rights. The realization of the use of funds from the corporate action has been submitted to the Financial Services Authority with the following details.

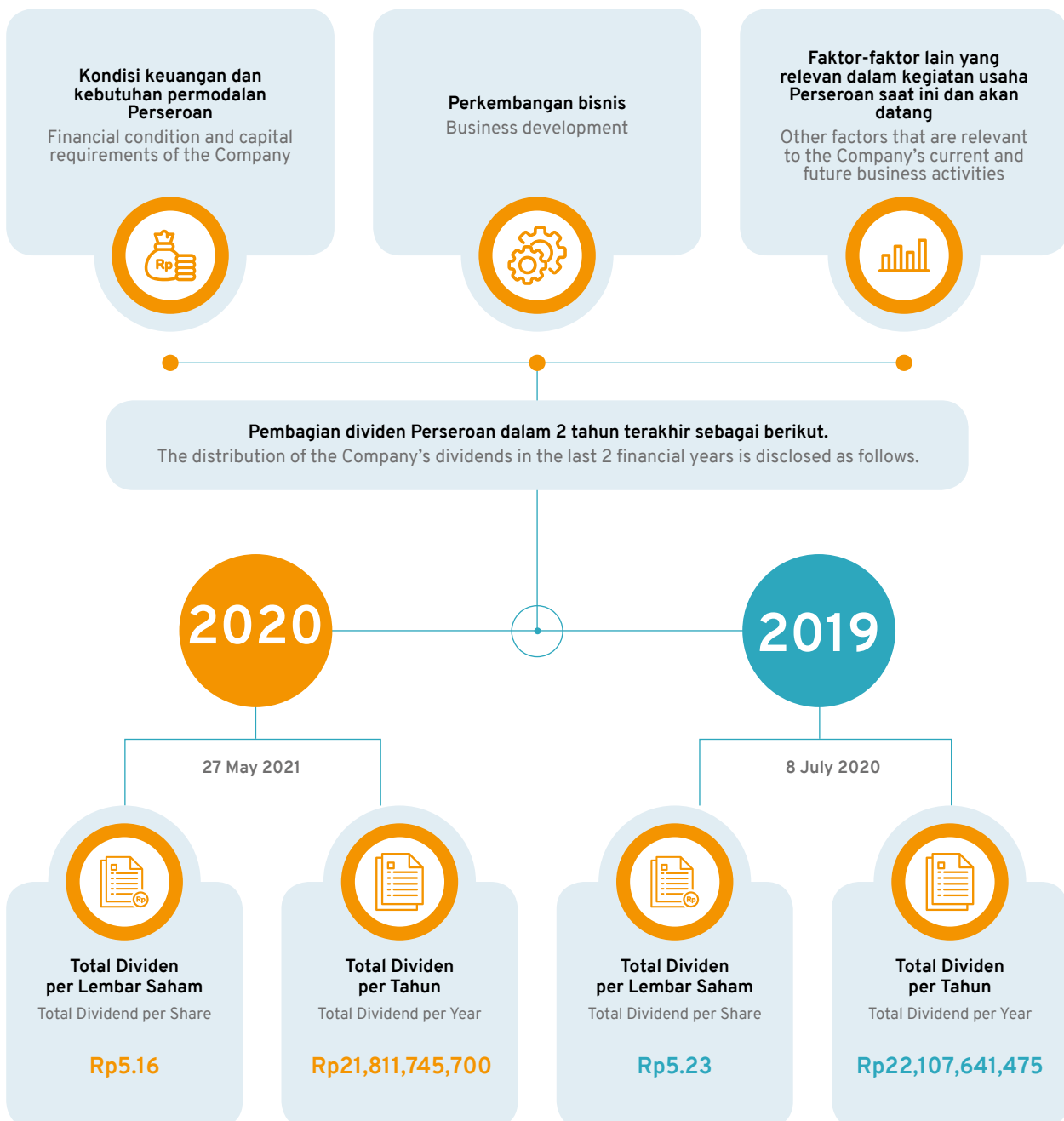
Jenis Penawaran Umum Type of Public Offering	Tanggal Efektif Effective Date	Nilai Realisasi Hasil Penawaran Umum Realization Value of Public Offering Proceeds			Rencana Penggunaan Dana untuk Akuisisi PT Rahrja Energi Cepu Plan of The Use of Proceeds to Acquire PT Rahrja Energi Cepu	Realisasi Penggunaan Dana untuk Akuisisi PT Rahrja Energi Cepu Realization of The Use of Proceeds to Acquire PT Rahrja Energi Cepu	Sisa Dana Hasil Penawaran Umum Remaining Public Offering Proceeds
		Total Hasil Penawaran Umum Total Public Offering Proceeds	Biaya Penawaran Umum Public Offering Cost	Hasil Bersih Net Proceeds			
Penambahan Modal Tanpa Hak Memesan Efek Terlebih Dahulu. Capital Increase Without Pre-emptive Rights.	21 September 2018	2,346,267	2,635	2,343,632	2,346,267	2,310,000	33,632



## Kebijakan dan Pembagian Dividen Dividend Policy and Distribution

Dengan berpedoman pada Undang-Undang No. 40 tahun 2007, Perseroan membagikan dividen kepada para Pemegang Saham pada saat RUPS. Dividen tersebut merupakan laba bersih yang diperoleh Perseroan setelah dikurangi penyisihan untuk dana cadangan perusahaan. Selain itu, pembagian dividen juga dilakukan dengan mempertimbangkan:

By referring to Law No. 40 of 2007, the Company distributed dividends to Shareholders during the GMS. The dividends are the net profit obtained by the Company after deducting the allowance for the Company's reserve fund. In addition, the dividend distribution was conducted by considering:



## Kronologi Pencatatan Efek Lainnya

### Chronology of Other Securities Listing

Perseroan tidak menerbitkan efek selain saham sehingga informasi terkait kronologi pencatatan efek lainnya tidak dapat diungkapkan dalam Laporan Tahunan ini.

The Company did not issue securities other than shares and thus, there is no information related to the chronology of other securities listings that may be disclosed in this Annual Report.

## Komposisi SDM

### HR Composition

Pada tahun 2021, aktivitas bisnis Perseroan dan Entitas Anak didukung oleh 434 orang karyawan. Jumlah tersebut meningkat dibandingkan tahun 2020, yaitu 204 orang. Rincian komposisi sumber daya manusia (SDM) Perseroan dalam 2 tahun terakhir diungkapkan sebagai berikut.

In 2021, the business activities of the Company and its Subsidiaries were supported by 434 employees. This number increased compared to in 2020, which was 204 people. Details of the composition of the Company's human resources (HR) in the last 2 years are disclosed as follows.

### Komposisi SDM berdasarkan Jenis Kelamin

### HR Composition by Gender

Perusahaan Company	2021		2020	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
PT Rukun Raharja Tbk	13	4	20	6
PT Raharja Energi Cepu	2	1	2	1
PT Triguna Internusa Pratama	196	12	56	9
PT Trimitra Cipta Mandiri	28	2	28	2
PT Bravo Delta Persada	6	-	N/A	N/A
PT Heksa Energi Mitraniaga	32	5	N/A	N/A
PT Energasindo Heksa Karya	68	15	44	14
PT Majuko Utama Indonesia	5	2	N/A	N/A
PT Artha Prima Energy	6	2	N/A	N/A
PT PDPDE Gas	1	3	19	3
PT Artifisial Teknologi Persada	26	5	N/A	N/A
<b>Total</b>	<b>383</b>	<b>51</b>	<b>169</b>	<b>35</b>

### Komposisi SDM berdasarkan Status Kepegawaian

### HR Composition by Employment Status

Perusahaan Company	2021		2020	
	Tetap Permanent	Kontrak Contract	Tetap Permanent	Kontrak Contract
PT Rukun Raharja Tbk	17	-	23	3
PT Raharja Energi Cepu	3	-	-	3
PT Triguna Internusa Pratama	60	148	53	12



Perusahaan Company	2021		2020	
	Tetap Permanent	Kontrak Contract	Tetap Permanent	Kontrak Contract
PT Trimitra Cipta Mandiri	24	6	29	1
PT Bravo Delta Persada	-	6	N/A	N/A
PT Heksa Energi Mitraniaga	1	36	N/A	N/A
PT Energasindo Heksa Karya	74	9	54	4
PT Majuko Utama Indonesia	6	1	N/A	N/A
PT Artha Prima Energy	7	1	N/A	N/A
PT PDPDE Gas	-	4	13	9
PT Artifisial Teknologi Persada	22	9	N/A	N/A
<b>Total</b>	<b>214</b>	<b>220</b>	<b>172</b>	<b>32</b>

### Komposisi SDM berdasarkan Pendidikan

### HR Composition by Education

Perusahaan Company	2021				2020			
	Pasca Sarjana Post Graduate	Sarjana Bachelor	Diploma Diploma	≤ SMA ≤ Senior High School	Pasca Sarjana Post Graduate	Sarjana Bachelor	Diploma Diploma	≤ SMA ≤ Senior High School
PT Rukun Raharja Tbk	5	8	2	2	11	14	1	-
PT Raharja Energi Cepu	-	2	1	-	-	3	-	-
PT Triguna Internusa Pratama	5	42	14	147	2	30	4	29
PT Trimitra Cipta Mandiri	-	3	2	25	-	5	2	23
PT Bravo Delta Persada	-	-	1	5	N/A	N/A	N/A	N/A
PT Heksa Energi Mitraniaga	-	11	5	21	N/A	N/A	N/A	N/A
PT Energasindo Heksa Karya	7	35	7	34	2	25	3	28
PT Majuko Utama Indonesia	-	1	1	5	N/A	N/A	N/A	N/A
PT Artha Prima Energy	-	4	1	3	N/A	N/A	N/A	N/A
PT PDPDE Gas	1	1	1	1	1	5	5	11
PT Artifisial Teknologi Persada	1	7	4	19	N/A	N/A	N/A	N/A
<b>Total</b>	<b>19</b>	<b>114</b>	<b>39</b>	<b>262</b>	<b>16</b>	<b>82</b>	<b>15</b>	<b>91</b>

### Komposisi SDM berdasarkan Usia

### HR Composition by Age

Perusahaan Company	2021				2020			
	< 25	25-40	40-55	> 55	< 25	25-40	40-55	> 55
PT Rukun Raharja Tbk	-	11	6	-	-	16	9	1
PT Raharja Energi Cepu	-	3	-	-	1	2	-	-
PT Triguna Internusa Pratama	3	96	104	5	4	35	24	2
PT Trimitra Cipta Mandiri	1	24	5	-	2	21	7	-
PT Bravo Delta Persada	-	2	3	1	N/A	N/A	N/A	N/A
PT Heksa Energi Mitraniaga	12	13	10	2	N/A	N/A	N/A	N/A
PT Energasindo Heksa Karya	7	44	28	4	4	27	26	1
PT Majuko Utama Indonesia	1	4	2	-	N/A	N/A	N/A	N/A
PT Artha Prima Energy	2	3	3	-	N/A	N/A	N/A	N/A
PT PDPDE Gas	-	1	2	1	1	12	8	1
PT Artifisial Teknologi Persada	3	16	12	-	N/A	N/A	N/A	N/A
<b>Total</b>	<b>29</b>	<b>217</b>	<b>175</b>	<b>13</b>	<b>12</b>	<b>113</b>	<b>74</b>	<b>5</b>

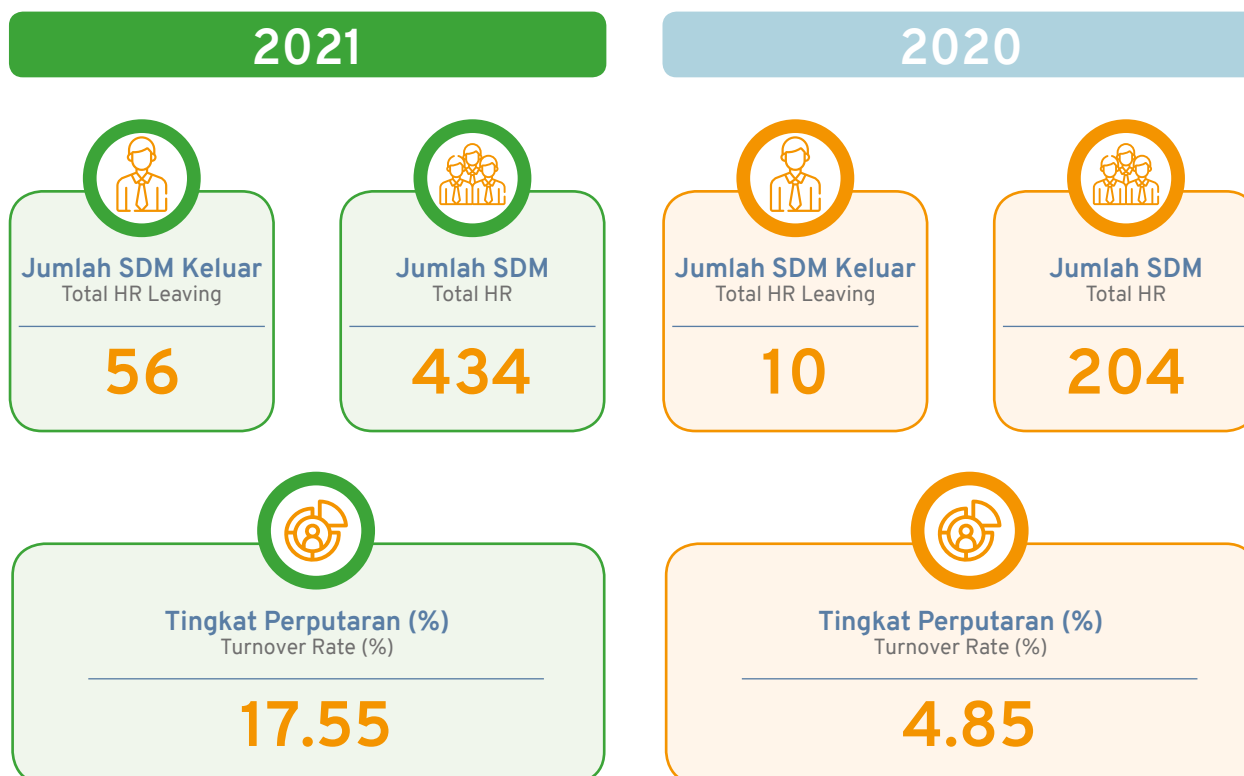
## Komposisi SDM berdasarkan Level Jabatan

## HR Composition by Level of Position

Perusahaan Company	2021			2020		
	Non-Staff	Staff	Manager	Non-Staff	Staff	Manager
PT Rukun Raharja Tbk	1	11	5	2	12	12
PT Raharja Energi Cepu	-	3	-	-	2	1
PT Triguna Internusa Pratama	146	56	6	31	28	6
PT Trimitra Cipta Mandiri	23	7	-	21	9	-
PT Bravo Delta Persada	3	3	-	N/A	N/A	N/A
PT Heksa Energi Mitraniaga	32	5	-	N/A	N/A	N/A
PT Energasindo Heksa Karya	36	24	23	23	29	6
PT Majuko Utama Indonesia	4	3	-	N/A	N/A	N/A
PT Artha Prima Energy	-	8	-	N/A	N/A	N/A
PT PDPDE Gas	-	3	1	15	4	3
PT Artifisial Teknologi Persada	3	26	2	N/A	N/A	N/A
<b>Total</b>	<b>248</b>	<b>149</b>	<b>37</b>	<b>92</b>	<b>84</b>	<b>28</b>

Tingkat perputaran karyawan di tahun 2021 mencapai 17,55%, meningkat jika dibandingkan tahun 2020, yakni 4,85%. Hal ini disebabkan oleh terjadinya mutasi pekerja antar perusahaan dalam grup Perseroan.

The employee turnover rate in 2021 reached 17.55%, an increase compared to 2020, which was 4.85%. This is due to the occurrence of employee transfers between companies within the Company's group.



# Analisis dan Pembahasan Manajemen

## Management Discussion and Analysis



“Pada tahun 2021, melalui PT Triguna Internusa Pratama, Perseroan mulai mencatatkan tambahan pendapatan baru yang berasal dari usaha pengolahan air bersih (PT Bravo Delta Persada) di Bandung Barat, Jawa Barat, serta pendapatan dari usaha LPG terminal (PT Heksa Energi Mitraniaga) di Rembang, Jawa Tengah.”

“In 2021, through PT Triguna Internusa Pratama, the Company began to record additional new revenue from clean water treatment business (PT Bravo Delta Persada) in West Bandung, West Java, and revenue from LPG terminal business (PT Heksa Energi Mitraniaga) in Rembang, Central Java.”



## Tinjauan Ekonomi Economic Overview

Pemulihan ekonomi global terus berlangsung di tahun 2021, meskipun di tengah kondisi kenaikan kasus Covid-19 varian delta dan omicron. Pemulihan tersebut tidak hanya di Amerika Serikat dan Tiongkok, namun juga terjadi di Eropa, Jepang, dan India. Pertumbuhan ekonomi global tahun 2021 mencapai 5,7% mengalami peningkatan jika dibandingkan tahun 2020 yang sempat berkontraksi 3,8%.

Kondisi tersebut pun memberikan dampak positif pada peningkatan volume perdagangan dan harga komoditas yang meningkat menjadi 9,8% dan 59,6% dibandingkan tahun 2020 sebesar -5,3% dan -0,8%. Hal ini tercermin dari harga-harga komoditas yang meningkat signifikan, seperti batubara 130,2%, timah 81,1%, dan kopi 48,6%. Selain itu, pada Maret 2021, suku bunga acuan Fed Rate berada pada level 0,25-0,00%.

Kondisi perekonomian Indonesia di tahun 2021 pun mulai mengalami perbaikan. Pertumbuhan ekonomi mencapai 3,69% dibandingkan tahun 2020 yang berkontraksi 2,07%. Kinerja Produk Domestik Bruto (PDB) mengalami peningkatan. PDB dari sisi pengeluaran mengalami peningkatan pada ekspor 24,04%, impor 23,32%, dan konsumsi pemerintah 4,17%. Sedangkan dari sisi lapangan usaha yang mengalami peningkatan signifikan yakni perdagangan dan reparasi 4,65%, lainnya 4,36%, dan pertambangan dan pengalihan 4,00%.

#### Sumber:

- Laporan Perekonomian Indonesia Tahun 2021, diterbitkan oleh Bank Indonesia;
- Laporan Kebijakan Moneter triwulan IV 2021, diterbitkan oleh Bank Indonesia; dan
- Berita Resmi Statistik, Pertumbuhan Ekonomi (Produk Domestik Bruto), diterbitkan oleh Badan Pusat Statistik.

Even amid the rising cases of the delta and omicron variants of Covid-19 cases, the global economy continued to recover in 2021. The recovery was not only in the United States and China but also in Europe, Japan, and India. The global economic growth in 2021 reached 5.7%, increasing compared to in 2020, which experienced a contraction of 3.8%.

This condition also positively affected the increase in trading volume and commodity prices those increased to 9.8% and 59.6% compared to 2020 of -5.3% and -0.8%. This is reflected in the significant increase in commodity prices, such as coal of 130.2%, tin of 81.1%, and coffee of 48.6%. Furthermore, in March 2021, the Fed Rate benchmark was at 0.25-0.00%.

Indonesia's economic conditions in 2021 also began to improve. Its economic growth reached 3.69% compared to in 2020, which experienced a contraction of 2.07%. Performance of Gross Domestic Product (GDP) also increased. GDP from the expenditure side experienced an increase in export by 24.04%, import by 23.32%, and government consumption by 4.17%. Meanwhile, there was a significant increase in the business, namely trade and repairs of 4.65%, others of 4.36%, as well as mining and quarrying of 4.00%.

#### Sources:

- Indonesia Economic Report 2021, published by Bank Indonesia;
- Quarter IV of the Monetary Policy Report 2021, published by Bank Indonesia; and
- Official Statistics News, Economic Growth (Gross Domestic Product), published by the Central Bureau of Statistics.

## Tinjauan Industri Industry Overview

Pemulihan ekonomi global berdampak positif pada permintaan gas global. Pada tahun 2021, permintaan gas global mencapai 4.063 bcm, meningkat 150 bcm/y atau 3,57%. Adapun Asia menduduki peringkat kedua tertinggi di antara negara penghasil gas lainnya.

Kondisi tersebut memengaruhi *lifting* gas bumi Indonesia tahun 2021 yang tercatat 982 MBOEPD, mengalami peningkatan dibandingkan dengan tahun 2020 yang tercatat 975 MBOEPD.

The global economic recovery has had a positive impact on global gas demand. In 2021, the global gas demand reached 4,063 bcm, an increase of 150 bcm/y or 3.57%. Asia is the second-highest among other gas-producing countries.

This condition affected Indonesia's natural gas lifting in 2021, recorded at 982 MBOEPD, an increase compared to in 2020, which was recorded at 975 MBOEPD. This occurred due to





Hal tersebut dipengaruhi oleh kebijakan pemerintah untuk menyesuaikan harga gas untuk industri tertentu dan kelistrikan. Namun, ketercapaian target *lifting* gas bumi di tahun 2021 menurun menjadi 97,52%, dibandingkan tahun 2020 yang mencapai 98,29%.

the government policies to adjust gas prices for particular industries and electricity. However, the achievement of the natural gas *lifting* target in 2021 decreased to 97.52%, compared to in 2020, which reached 98.29%.

**Sumber:**

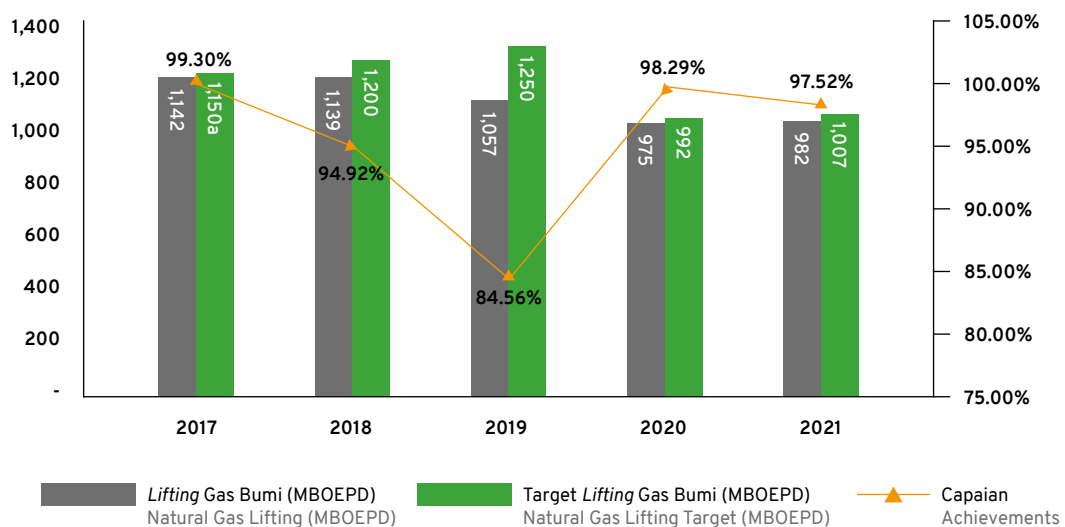
- Gas 2021, diterbitkan oleh International Energy Agency; serta
- Berita Unit, Direktorat Jenderal Minyak dan Gas Bumi, Capaian KESDM 2021: "Gas Domestik Capai 66 Persen, Implementasi Harga Gas Untuk Industri meningkat".

**Source:**

- Gas 2021, published by International Energy Agency; and
- Unit News, Directorate General of Oil and Gas, MEMR Achievements in 2021: "Domestic Gas Reached 66 Percent, Implementation of Gas Prices for Industry is Increased".

## Target, Realisasi, dan Capaian *Lifting* Gas Bumi Indonesia Tahun 2017-2021

### Target, Realization, and Achievement of Indonesian Natural Gas *Lifting* 2017-2021



## Tinjauan Operasional

### Operational Overview

Tinjauan operasional dalam Laporan Tahunan ini disajikan berdasarkan pengelompokan kegiatan usaha yang dijalankan Perseroan, yakni:

1. Perdagangan gas alam dan CNG;
2. Pengangkutan gas; serta
3. Bidang Usaha Kompresi Gas, Pemeliharaan dan Pengoperasian Infrastruktur Gas, Air Bersih, Pengelolaan Fasilitas Terminal LPG, dan Permodalan dalam Perusahaan Lain.

Kegiatan usaha tersebut dijalankan Perseroan di beberapa wilayah, di antaranya Jambi, Sumatera Selatan, Riau, Banten, Jawa Barat, Jawa Tengah, dan Jawa Timur, dengan kinerja sebagai berikut.

The operational review in this Annual Report is presented based on the category of the Company's business activities, namely:

1. Natural gas and CNG trading;
2. Gas transportation; and
3. Business Sectors of Gas Compression, Maintenance and Operations of Gas Infrastructure, Clean Water, Management of LPG Terminal Facilities, and Capital in Other Companies.

The Company carried out these business activities in several areas, such as Jambi, South Sumatra, Riau, Banten, West Java, and East Java, with the following performance.

Uraian	2021	2020	Pertumbuhan Growth		Description
			Vol	%	
Perdagangan Gas (MMBTU)	12,398,093	12,066,180	331,913	2.75	Gas Trading (MMBTU)
Perdagangan CNG (MMBTU)	146,608	-	146,608	100.00	CNG Trading (MMBTU)
Jasa Pengangkutan Gas (MSCF)	18,114,973	11,979,452	6,135,521	51.22	Gas Transportation Services (MSCF)
Jasa Kompresi (MSCF)	10,074,714	9,566,405	508,309	5.31	Compression Services (MSCF)
Pengolahan Air Bersih (m <sup>3</sup> )	1,436,164	-	1,436,164	100.00	Clean Water Treatment (m <sup>3</sup> )
Terminal LPG (Kg)	7,087,240	-	7,087,240	100.00	LPG Terminal (Kg)

## Bidang Usaha Perdagangan Gas Alam dan CNG

Perseroan menjalankan bidang usaha perdagangan gas melalui PT Energasindo Heksa Karya yang beroperasi di wilayah Jambi, Jawa Barat, dan Banten. Pada tahun 2021, melalui PT Energasindo Heksa Karya, Perseroan mulai mencatatkan tambahan pendapatan dari usaha perdagangan CNG (PT Artha Prima Energy) di wilayah Jawa Barat dan Jawa Tengah.

### Volume Perdagangan Gas Gas Trading Volume

(dalam MMBTU / in MMBTU)

Uraian	2021	2020	Pertumbuhan Growth		Description
			MMBTU	%	
Jambi	8,304,099	8,896,302	(592,203)	(6.66)	Jambi
Jawa Barat dan Banten	4,093,994	3,169,878	924,116	29.15	West Java and Banten
<b>Total</b>	<b>12,398,093</b>	<b>12,066,180</b>	<b>331,913</b>	<b>2.75</b>	<b>Total</b>

Pada tahun 2021, volume perdagangan gas mencapai 12,40 juta MMBTU, mengalami peningkatan 2,75% atau 331,91 ribu MMBTU jika dibandingkan tahun 2020 yang tercatat sebesar 12,07 juta MMBTU. Hal tersebut terutama dipengaruhi oleh kenaikan penyerapan gas di wilayah industri Jawa Barat dan Banten.

### Volume Perdagangan CNG CNG Trading Volume

(dalam MMBTU / in MMBTU)

Uraian	2021	2020	Pertumbuhan Growth		Description
			MMBTU	%	
Jawa Barat	138,855	N/A	138,855	100.00	West Java
Jawa Tengah	7,753	N/A	7,753	100.00	Central Java
<b>Total</b>	<b>146,608</b>	<b>N/A</b>	<b>146,608</b>	<b>100.00</b>	<b>Total</b>

Pada tahun 2021, Perseroan mencatatkan volume perdagangan CNG sebesar 146,61 ribu MMBTU. Volume tersebut berasal dari Jawa Barat sebanyak 138,86 ribu MMBTU dan Jawa Tengah sebanyak 7,75 ribu MMBTU.

## Natural Gas and CNG Trading Business Sector

The Company runs a gas trading business through PT Energasindo Heksa Karya, which operates in Jambi, West Java, and Banten areas. In 2021, through PT Energasindo Heksa Karya, the Company began to record additional revenue from the CNG trading business (PT Artha Prima Energy) in West Java and Central Java areas.

In 2021, gas trading volume reached 12.40 million MMBTU, an increase of 2.75% or 331.91 thousand MMBTU compared to in 2020, which was recorded at 12.07 million MMBTU. This condition was mainly affected by the increase in gas absorption in West Java and Banten industrial areas.

In 2021, the Company's CNG trading volume was recorded at 146.61 thousand MMBTU. The volume from West Java was 138.86 thousand MMBTU and Central Java was 7.75 thousand MMBTU.



## Bidang Usaha Pengangkutan Gas

Bidang usaha pengangkutan gas dijalankan Perseroan melalui PT Energasindo Heksa Karya dan PT Triguna Internusa Pratama. Pada tahun 2021, melalui PT Energasindo Heksa Karya, Perseroan mulai mencatatkan tambahan pendapatan dari usaha pengangkutan gas (PT Majuko Utama Indonesia) di wilayah Banten.

### Volume Transportasi Gas Gas Transportation Volume

(dalam MSCF / in MSCF)

Uraian	2021	2020	Pertumbuhan Growth		Description
			MSCF	%	
Jambi	5,752,934	5,423,044	329,890	6.08	Jambi
Jawa Barat dan Banten	1,546,105	-	1,546,105	100.00	West Java and Banten
Jawa Timur	10,815,934	6,556,408	4,259,526	64.97	East Java
<b>Total</b>	<b>18,114,973</b>	<b>11,979,452</b>	<b>6,135,521</b>	<b>51.22</b>	<b>Total</b>

Volume pengangkutan gas Perseroan meningkat 51,22% atau 6,14 juta MSCF, dari 11,98 juta MSCF di tahun 2020 menjadi 18,11 juta MSCF di tahun 2021. Kondisi ini terutama disebabkan meningkatnya penyerapan gas oleh PLN Gresik, Jawa Timur, kembali beroperasinya pipa gas milik Entitas Anak Perseroan, yakni PT Triguna Internusa Pratama di Tambun Jawa Barat, serta adanya tambahan pengangkutan gas (PT Majuko Utama Indonesia) di Banten.

## Gas Transportation Business Sector

The Company runs a gas transportation business through PT Energasindo Heksa Karya and PT Triguna Internusa Pratama. In 2021, through PT Energasindo Heksa Karya, the Company began to record additional revenue from the gas transportation business (PT Majuko Utama Indonesia) in Banten area.

The Company's gas transportation volume increased by 51.22% or 6.14 million MSCF, from 11.98 million MSCF in 2020 to 18.11 million MSCF in 2021. This condition was mainly due to the increased gas absorption by PLN (State Power Plant) Gresik, East Java, the resumed operation of the gas pipeline owned by the Company's Subsidiary, PT Triguna Internusa Pratama, in Tambun, West Java, and additional gas transportation (PT Majuko Utama Indonesia) in Banten.

## Bidang Usaha Kompresi Gas, Pemeliharaan dan Pengoperasian Infrastruktur Gas, Air Bersih, Pengelolaan Fasilitas Terminal LPG, dan Permodalan dalam Pengelolaan Blok Migas

Bidang usaha kompresi gas dijalankan Perseroan melalui PT Triguna Internusa Pratama, dengan mengoperasikan 3 kompresor gas yang saat ini disewakan kepada pembangkit listrik di wilayah Cilegon dalam rangka meningkatkan tenaga gas dari pemasok gas. PT Trimitra Cipta Mandiri menjalankan usaha pemeliharaan dan pengoperasian infrastruktur gas.

Pada tahun 2021, melalui PT Triguna Internusa Pratama, Perseroan mulai mencatatkan tambahan pendapatan baru yang berasal dari usaha pengolahan air bersih (PT Bravo Delta Persada) di Bandung Barat, Jawa Barat, serta pendapatan dari usaha LPG terminal (PT Heksa Energi Mitraniaga) di Rembang, Jawa Tengah.

Sementara itu, PT Raharja Energi Cepu menjalankan bidang usaha permodalan dalam pengelolaan blok migas.

## Business Sectors of Gas Compression, Maintenance and Operations of Gas Infrastructure, Clean Water, Management of LPG Terminal Facilities, and Capital in the Management of Oil and Gas Blocks

The Company runs a compression business through PT Triguna Internusa Pratama by operating 3 gas compressors, which are currently leased to power plants in Cilegon area to increase gas power from gas suppliers. PT Trimitra Cipta Mandiri runs the maintenance and operation of gas infrastructure.

In 2021, through PT Triguna Internusa Pratama, the Company began to record additional new revenue from clean water treatment business (PT Bravo Delta Persada) in West Bandung, West Java, and revenue from LPG terminal business (PT Heksa Energi Mitraniaga) in Rembang, Central Java.

Meanwhile, PT Raharja Energi Cepu runs a capital business in the management of oil and gas blocks.

**Volume Kompresi Gas**  
Gas Compression Volume

(dalam MSCF / in MSCF)

Uraian	2021	2020	Pertumbuhan Growth		Description
			MSCF	%	
Cilegon	10,074,714	9,566,405	508,309	5.31	Cilegon
<b>Total</b>	<b>10,074,714</b>	<b>9,566,405</b>	<b>508,309</b>	<b>5.31</b>	<b>Total</b>

Hingga 31 Desember 2021, volume kompresi gas mencapai 10,07 juta MSCF, meningkat 5,31% atau 508,31 ribu MSCF, dibandingkan tahun 2020 yang tercatat sebesar 9,57 juta MSCF. Hal ini terutama disebabkan oleh meningkatnya permintaan kompresi gas dari PLN Cilegon.

Until 31 December 2021, gas compression volume reached 10.07 million MSCF, an increase of 5.31% or 508.31 thousand MSCF, compared to in 2020, which was recorded at 9.57 million MSCF. The increase was mainly due to more demand for gas compression from PLN Cilegon.

**Volume Pengolahan Air Bersih**  
Clean Water Treatment Volume(dalam m<sup>3</sup> / in m<sup>3</sup>)

Uraian	2021	2020	Pertumbuhan Growth		Description
			m <sup>3</sup>	%	
Jawa Barat	1,436,164	N/A	1,436,164	100.00	West Java
<b>Total</b>	<b>1,436,164</b>	<b>N/A</b>	<b>1,436,164</b>	<b>100.00</b>	<b>Total</b>

Pada tahun 2021, Perseroan mencatatkan volume pengolahan air bersih sebesar 1,44 juta m<sup>3</sup>.

In 2021, the Company's clean water treatment volume was recorded at 1.44 million m<sup>3</sup>.

**Volume Pengelolaan Fasilitas Terminal LPG**  
LPG Terminal Facility Management Volume

(dalam Kg / in Kg)

Uraian	2021	2020	Pertumbuhan Growth		Description
			Kg	%	
Jawa Tengah	7,087,240	N/A	7,087,240	100.00	Central Java
<b>Total</b>	<b>7,087,240</b>	<b>N/A</b>	<b>7,087,240</b>	<b>100.00</b>	<b>Total</b>

Pada tahun 2021, Perseroan mencatatkan volume pengelolaan fasilitas terminal LPG sebesar 7,09 juta Kg.

In 2021, the Company's LPG terminal facility management volume was recorded at 7.09 million Kg.

Seluruh kinerja operasional tersebut menghasilkan kinerja keuangan yang dikelompokkan berdasarkan segmen usaha sebagai berikut.

All of these operational performances resulted in financial performance by categories of business segment as follows.



(dalam USD / in USD)

Uraian	2021	2020	Pertumbuhan Growth		Description
			USD	%	
<b>Segmen Distribusi Gas Alam / Natural Gas Distribution Segment</b>					
Pendapatan	89,386,828	89,539,108	(152,280)	(0.17)	Revenues
Beban	84,368,982	84,973,180	(604,198)	(0.71)	Expenses
Laba (Rugi)	5,017,846	4,565,928	(451,918)	(9.90)	Profit (Loss)
<b>Segmen Infrastruktur / Infrastructure Segment</b>					
Pendapatan	8,664,498	9,225,616	(561,118)	(6.08)	Revenues
Beban	8,269,732	7,211,341	1,058,391	14.68	Expenses
Laba (Rugi)	394,766	2,014,275	(1,619,509)	(80.40)	Profit (Loss)
<b>Segmen Lainnya / Other Segments</b>					
Pendapatan	95,304	-	95,304	100.00	Revenues
Beban	856,250	2,095,950	(1,239,700)	(59.15)	Expenses
Laba (Rugi)	(760,946)	(2,095,950)	1,335,004	(63.69)	Profit(Loss)
<b>Total / Total</b>					
Pendapatan	98,146,630	98,764,724	(618,094)	(0.63)	Revenues
Beban	93,494,964	94,280,471	(785,507)	(0.83)	Expenses
Laba (Rugi)	4,651,666	4,484,413	167,413	3.73	Profit (Loss)

Hingga 31 Desember 2021, total pendapatan segmen usaha Perseroan mencapai USD98,15 juta, menurun 0,63% atau USD618,09 ribu dibandingkan tahun 2020 yang tercatat sebesar USD98,76 juta. Beban tercatat sebesar USD93,49 juta, mengalami penurunan 0,83% atau USD785,51 ribu dari semula USD94,28 juta. Sementara laba meningkat 3,73% atau USD167,41 ribu, dari USD4,48 juta menjadi USD4,65 juta.

Until 31 December 2021, the Company's total business segment revenue reached USD98.15 million, a decrease of 0.63% or USD618.09 thousand compared to in 2020, which was recorded at USD98.76 million. Expenses were recorded at 93.49 million, a decrease of 0.83% or USD785.51 thousand from previously USD94.28 million. In contrast, the Company's profit increased by 3.73% or USD167.41 thousand, from USD4.48 million to USD4.65 million.

### Segmen Distribusi Gas Alam

Pendapatan segmen distribusi gas alam menurun 0,17% atau USD152,28 ribu, dari USD89,54 juta di tahun 2020 menjadi USD89,39 juta di tahun 2021. Hal ini terutama disebabkan oleh penurunan pendapatan penjualan gas ke PLN Jambi Payo Selincah. Beban tercatat sebesar USD84,37 juta, mengalami penurunan 0,71% atau USD604,20 ribu dibandingkan tahun sebelumnya, yakni USD84,97 juta. Laba dari segmen ini meningkat 9,90% atau USD451,92 ribu menjadi USD5,02 juta dari sebelumnya USD4,57 juta.

### Natural Gas Distribution Segment

Revenue from the natural gas distribution segment decreased by 0.17% or USD152.28 thousand, from USD89.54 million in 2020 to USD89.39 million in 2021. This condition was mainly affected by the decrease in revenue from gas sales to PLN Jambi Payoselincah. Expenses were recorded at USD84.37 million, a decrease of 0.71% or USD604.20 thousand compared to that of previous year, which was USD84.97 million. Profit from this segment decreased by 9.90% or US451.92 thousand to USD5.02 million from previously USD4.57 million.

### Segmen Infrastruktur

Segmen infrastruktur membukukan pendapatan sebesar USD8,66 juta di tahun 2021, menurun 6,08% atau USD561,12 ribu dari USD9,23 juta di tahun 2020. Hal ini disebabkan oleh penurunan tarif penyaluran gas ke PLN di Gresik Jawa Timur. Beban segmen ini meningkat 14,68% atau USD1,06 juta, dari USD7,21 juta menjadi USD8,27 juta. Kondisi tersebut selanjutnya berdampak pada penurunan perolehan laba sebesar 80,40% atau USD1,62 juta, dari USD2,01 juta menjadi USD394,77 ribu.

### Infrastructure Segment

The infrastructure segment recorded revenue of USD8.66 million in 2021, which decreased by 6.08% or USD561.12 thousand from USD9.23 million in 2020. This condition was affected by a decrease in gas toll rates to PLN in Gresik, East Java. Expenses for this segment increased by 14.68% or USD1.06 million from USD7.21 million to USD8.27 million. This condition further resulted in a decrease in profit by 80.40% or USD1.62 million from USD2.01 million to USD394.77 thousand.

## Segmen Lainnya

Pada tahun 2021, pendapatan segmen lainnya tercatat sebesar USD95,30 ribu. Sementara itu, beban mengalami penurunan 59,15% atau USD1,24 juta, dari semula USD2,10 juta menjadi USD856,25 ribu. Kondisi tersebut mempengaruhi rugi segmen ini yang mengalami penurunan menjadi sebesar USD760,95 ribu dari sebelumnya mengalami kerugian sebesar USD2,10 juta.

## Other Segments

In 2021, revenue from other segments was recorded at USD95.30 thousand. Whereas, expenses decreased by 59.15% or USD1.24 million, from previously USD2.10 million to USD856.25 thousand. This condition affected the loss of this segment which decreased to USD760.95 thousand from the previous loss of USD2.10 million.

# Aspek Pemasaran Marketing Aspect

## Strategi Pemasaran

Dalam rangka mewujudkan Visi Perseroan untuk menjadi perusahaan investasi yang disegani dalam pengadaan energi bersih bagi kehidupan bangsa dan masyarakat, Perseroan dan Entitas Anak senantiasa menyusun sejumlah strategi pemasaran. Strategi pemasaran tersebut mencakup seluruh sistem kegiatan bisnis yang dirancang untuk merencanakan, menentukan harga, promosi, mendistribusikan barang, serta untuk mencapai sasaran dan tujuan Perseroan. Strategi pemasaran tersebut, antara lain:

1. Menandatangani perjanjian kerja sama operasi antara Pertamina Gas dengan PT Rukun Raharja Tbk terkait proyek pengembangan pipa minyak Rokan, Koridor Balam-Bangko-Dumai dan Koridor Minas-Duri-Dumai;
2. Mengakuisisi entitas lain yang memiliki bidang usaha energi, dan melakukan peninjauan akuisisi terhadap entitas lain dalam bidang energi;
3. Menambah konsumen baru serta melakukan perjanjian kerja sama untuk beberapa konsumen baru yang telah bergabung;
4. Melakukan perpanjangan kontrak dengan konsumen dan penyedia gas yang telah memasuki akhir masa berlakunya;
5. Berpartisipasi aktif dalam mengikuti tender penyedia energi yang diadakan oleh BUMN maupun swasta; dan
6. Menjalani komunikasi bisnis dengan pihak-pihak terkait dalam rangka pengembangan bisnis.

## Pangsa Pasar

Pangsa pasar Perseroan tercatat sebesar 1,82% dari sebelumnya mencapai 2,05% di tahun 2020. Pencapaian tersebut dibandingkan dengan total penjualan perusahaan-perusahaan sektor penyimpanan dan distribusi minyak dan gas yang terdaftar di Bursa Efek Indonesia.

## Marketing Strategy

In order to realize the Company's Vision to become a respected investment company in the provision of clean energy for the life of the nation and society, the Company and its Subsidiaries continuously develop a number of marketing strategies. The marketing strategy covers the entire system of business activities designed to plan, determine prices, promote, distribute goods, and achieve the goals and objectives of the Company. These marketing strategies include:

1. Signing a joint operation agreement between Pertamina Gas and PT Rukun Raharja Tbk related to Rokan oil pipeline development project, Balam-Bangko-Dumai Corridor and Minas-Duri-Dumai Corridor;
2. Acquiring other entities in the energy sector and exploring acquisitions of other entities in the energy sector;
3. Adding new customers and signing cooperation agreements for several newly joined customers;
4. Extending expiring contracts with consumers and gas providers;
5. Actively participating in energy supply tenders held by SOEs and the private sector; and
6. Establishing business communications with related parties for the purpose of business development.

## Market Share

The Company's market share was recorded at 1.82% from previously reaching 2.05% in 2020. This achievement is compared to the total sales of oil and gas storage and distribution companies listed on the Indonesia Stock Exchange.



## Tinjauan Keuangan Financial Review

Tinjauan Keuangan yang disajikan dalam Laporan Tahunan ini merujuk pada Laporan Keuangan Konsolidasian tahun 2021 dan 2020 yang telah di audit di Kantor Akuntan Publik Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan dan Rekan (sebelumnya Husni, Wibawa & Rekan), dengan pendapat wajar dalam semua hal yang material.

The financial overview presented in this Annual Report refers to the Consolidated Financial Statements for 2021 and 2020, which have been audited by the Public Accounting Firm Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan dan Rekan (formerly Husni, Wibawa & Rekan), with a fair opinion in all material matters.

### Laporan Posisi Keuangan Konsolidasian

### Consolidated Statements of Financial Position

#### Aset Assets

(dalam USD / in USD)

Uraian	2021	2020	Pertumbuhan Growth		Description
			USD	%	
<b>Aset Lancar</b>					<b>Current Assets</b>
Kas dan Setara Kas	38,856,296	38,806,124	50,172	0.13	Cash and Cash Equivalents
Piutang Usaha					Trade Receivables
Pihak Ketiga - Bersih	12,275,431	10,661,538	1,613,893	15.14	Third Parties - Net
Piutang Lain-Lain					Other Receivables
Pihak Ketiga	5,372,683	5,132,993	239,690	4.67	Third Parties
Pihak Berelasi	395,109	1,540,673	(1,145,564)	(74.35)	Related Parties
Persediaan	492,821	316,010	176,811	55.95	Inventories
Pajak Dibayar Dimuka	7,563,461	1,801,197	5,762,264	319.91	Prepaid Taxes
Uang Muka dan Beban Dibayar di Muka	1,762,052	3,248,439	(1,486,387)	(45.76)	Advances and Prepaid Expenses
<b>Total Aset Lancar</b>	<b>66,717,853</b>	<b>61,506,974</b>	<b>5,210,879</b>	<b>8.47</b>	<b>Total Current Assets</b>
<b>Aset Tidak Lancar</b>					<b>Non-Current Assets</b>
Investasi pada Entitas Asosiasi	12,202,548	11,573,885	628,663	5.43	Investment in Associate
Aset Pajak Tangguhan	2,048,601	1,251,275	797,326	63.72	Deferred Tax Assets
Taksiran Tagihan Pajak Penghasilan	329,022	-	329,022	100.00	Estimated Claims for Tax Refund
Aset Tetap - Bersih	124,912,926	52,887,494	72,025,432	136.19	Fixed Assets - Net
Aset Hak Guna - Bersih	2,435,268	1,018,254	1,417,014	139.16	Right of Use Assets - Net
Aset Tak Terwujud - Bersih	983,704	1,022,335	(38,631)	(3.78)	Intangible Assets - Net
Aset Hak Kontraktual Proyek	8,960,864	9,856,951	(896,087)	(9.09)	Project Contractual Right Assets
Goodwill	24,704,291	21,435,629	3,268,662	15.25	Goodwill
Aset Tidak Lancar Lain-Lain	2,291,075	6,091,241	(3,800,166)	(62.39)	Other Non-Current Assets
<b>Total Aset Tidak Lancar</b>	<b>178,868,299</b>	<b>105,137,064</b>	<b>73,731,235</b>	<b>70.13</b>	<b>Total Non-Current Assets</b>
<b>Total Aset</b>	<b>245,586,152</b>	<b>166,644,038</b>	<b>78,942,114</b>	<b>47.37</b>	<b>Total Assets</b>

Pada tahun 2021, total aset mencapai USD245,59 juta, meningkat 47,37% atau USD78,94 juta dibandingkan tahun 2020 yang tercatat sebesar USD166,64 juta. Kondisi ini terutama dipengaruhi oleh kenaikan aset tetap - bersih dan pajak dibayar dimuka.

In 2021, total assets reached USD245.59 million, an increase of 47.37% or USD78.94 million compared to in 2020, which was recorded at USD166.64 million. This condition was mainly affected by the increase in fixed assets - net and prepaid taxes.

## Aset Lancar

Aset lancar Perseroan meningkat 8,47% atau USD5,21 juta, dari USD61,51 juta di tahun 2020 menjadi USD66,72 juta di tahun 2021. Peningkatan ini terutama disebabkan oleh kenaikan saldo pajak dibayar dimuka.

## Aset Tidak Lancar

Aset tidak lancar Perseroan tahun 2021 mencapai USD178,87 juta, meningkat 70,13% atau USD73,73 juta dari sebelumnya tercatat sebesar USD105,14 juta. Hal ini terutama disebabkan oleh naiknya saldo aset tetap perusahaan sehubungan dengan aset dalam pembangunan pipa Rokan, penambahan compressor Cilegon, fasilitas LPG Rembang, dan pembangunan pipa konsumen industrial. Di samping itu, terdapat juga penambahan *goodwill* yang berasal dari akuisisi Entitas Anak usaha.

## Current Assets

The Company's current assets increased by 8.47% or USD5.21 million, from USD61.51 million in 2020 to USD66.72 million in 2021. This increase was mainly affected by an increase in the balance of prepaid taxes.

## Non-Current Assets

The Company's non-current assets in 2021 reached USD178.87 million, an increase of 70.13% or USD73.73 million from the previous record of USD105.14 million. This condition was mainly affected by an increase in the balance of the Company's assets under construction related to Rokan pipeline construction, addition of Cilegon compressor, Rembang LPG facility, and industrial consumer pipelines construction. Furthermore, there was also additional goodwill from the acquisition of Subsidiaries.

## Liabilitas Liabilities

(dalam USD / in USD)

Uraian	2021	2020	Pertumbuhan Growth		Description
			USD	%	
<b>Liabilitas Jangka Pendek</b>					<b>Current Liabilities</b>
Pinjaman Bank Jangka Pendek	1,035,041	-	1,035,041	100.00	Short-Term Bank Loans
Utang Usaha - Pihak Ketiga	7,653,069	7,429,339	223,730	3.01	Trade Payables - Third Party
Utang Lain-Lain					Other Payables
Pihak Ketiga	844,998	1,046,495	(201,497)	(19.25)	Third Parties
Pihak Berelasi	114,219	-	114,219	100.00	Related Parties
Utang Pajak	1,533,459	1,681,242	(147,783)	(8.79)	Taxes Payable
Utang Muka Penjualan	351,434	423,478	(72,044)	(17.01)	Sales Advance
Beban Masih Harus Dibayar	390,166	179,972	210,194	116.79	Accrued Expenses
Bagian Jangka Pendek Pinjaman Jangka Panjang					Current Maturities of Long-Term Loans
Pinjaman Bank	7,671,933	11,000,000	(3,328,067)	(30.26)	Bank Loans
Pinjaman Pembiayaan Konsumen	63,508	3,688	59,820	1,622.02	Consumer Financing Loans
Liabilitas Sewa	43,372	43,372	-	-	Lease Liabilities
<b>Total Liabilitas Jangka Pendek</b>	<b>19,701,199</b>	<b>21,807,586</b>	<b>(2,106,387)</b>	<b>(9.66)</b>	<b>Total Current Liabilities</b>
<b>Liabilitas Jangka Panjang</b>					<b>Non-Current Liabilities</b>
Pinjaman Jangka Panjang- Setelah Dikurangi Bagian Lancar					Long Term Loan - Net to Current Maturities
Pinjaman Bank	98,675,149	19,729,436	78,945,713	400.14	Bank Loans
Pinjaman Pembiayaan Konsumen	119,341	168,370	(49,029)	(29.12)	Consumer Financing Loans
Liabilitas Sewa	372,480	153,697	218,783	142.35	Lease Liabilities
Liabilitas Imbalan Pasca-Kerja	986,262	857,285	128,977	15.04	Post-Employment Benefits Obligation
Liabilitas Imbalan Pensiunan Direksi dan Komisaris	614,465	681,079	(66,614)	(9.78)	Pension Benefit Obligation for Director and Commissioners
<b>Total Liabilitas Jangka Panjang</b>	<b>100,767,697</b>	<b>21,589,867</b>	<b>79,177,830</b>	<b>366.74</b>	<b>Total Non-Current Liabilities</b>
<b>Total Liabilitas</b>	<b>120,468,896</b>	<b>43,397,453</b>	<b>77,071,443</b>	<b>177.59</b>	<b>Total Liabilities</b>





Pada tahun 2021, total liabilitas Perseroan mencapai USD120,47 juta, meningkat 177,59% atau USD77,07 juta dari tahun 2020 yang tercatat sebesar USD43,40 juta. Hal ini terutama dipengaruhi oleh bertambahnya pinjaman bank.

### Liabilitas Jangka Pendek

Hingga 31 Desember 2021, liabilitas jangka pendek Perseroan tercatat sebesar USD19,70 juta, mengalami penurunan 9,66% atau USD2,11 juta dari tahun sebelumnya yang mencapai USD21,81 juta. Kondisi ini terutama karena turunnya bagian jangka pendek dari pinjaman bank.

### Liabilitas Jangka Panjang

Liabilitas jangka panjang Perseroan meningkat 366,74% atau USD79,18 juta, dari USD21,59 juta di tahun 2020 menjadi USD100,77 juta di tahun 2021. Peningkatan ini terutama disebabkan oleh bertambahnya pinjaman bank.

In 2021, the Company's total liabilities reached USD120.47 million, which increased by 177.59% or USD77.07 million from that of 2020, which was recorded at USD43.40 million. This condition was mainly affected by the increase in bank loans.

### Current Liabilities

Until 31 December 2021, the Company's current liabilities were recorded at USD19.70 million, a decrease of 9.66% or USD2.11 million from that of previous year, which reached USD21.81 million. This condition was mainly affected by the decrease in short-term bank loans.

### Non-Current Liabilities

The Company's non-current liabilities increased by 366.74% or USD79.18 million, from USD21.59 million in 2020 to USD100.77 million in 2021. This increase was mainly affected by the increase in bank loans.

### Ekuitas Equity

(dalam USD / in USD)

Uraian	2021	2020	Pertumbuhan Growth		Description
			USD	%	
Modal Ditempatkan dan Disetor Penuh	10,964,473	10,964,473	-	-	Issued and Fully Paid Capital
Tambahan Modal Disetor	23,215,570	23,215,570	-	-	Additional Paid-In Capital
Selisih Ekuitas dari Setoran Entitas Anak	5,552,967	5,552,967	-	-	The Difference in the Equity of Subsidiaries Deposits
Saldo Laba					Retained Earning
Telah Ditentukan Penggunaannya	18,004	4,049	13,955	344.65	Appropriated
Belum Ditentukan Penggunaannya	62,034,452	60,391,279	1,643,173	2.72	Unappropriated
Pengukuran Kembali Liabilitas Imbalan Kerja Karyawan	-	843,173	(843,173)	(100.00)	Remeasurement of Employee Benefits Liabilities
Selisih Kurs atas Penjabaran Laporan Keuangan dalam Mata Uang Asing	(357)	(33,939)	33,582	98.95	Exchange Difference on Foreign Translation of Financial Currency Statements
<b>Total Ekuitas yang dapat Diatribusikan kepada Pemilik Entitas Induk</b>	<b>101,785,109</b>	<b>100,937,572</b>	<b>847,537</b>	<b>0.84</b>	<b>Total Equity Attributable to Owners of the Parent Entity</b>
Kepentingan Non-Pengendali	23,332,147	22,309,013	1,023,134	4.59	Non-controlling Interests
<b>Total Ekuitas</b>	<b>125,117,256</b>	<b>123,246,585</b>	<b>1,870,671</b>	<b>1.52</b>	<b>Total Equity</b>

Ekuitas Perseroan di tahun 2021 tercatat sebesar USD125,12 juta, mengalami peningkatan 1,52% atau USD1,87 juta dari sebelumnya sebesar USD123,25 juta. Kenaikan ini disebabkan Perseroan pada tahun 2021 mencatatkan perolehan laba, sehingga meningkatkan saldo laba.

The Company's equity in 2021 was recorded at USD125.12 million, an increase of 1.52% or USD1.87 million from previously USD123.25 million. This increase was due to in 2021 the Company recorded a profit, which thereby, increasing the retained earnings.

Laporan Laba Rugi dan Penghasilan  
Komprehensif Lain KonsolidasianConsolidated Statements of Profit or Loss  
and Other Comprehensive Income

(dalam USD / in USD)

Uraian	2021	2020	Pertumbuhan Growth		Description
			USD	%	
Pendapatan Bersih	98,146,630	98,764,724	(618,094)	(0.63)	Net Revenue
Beban Pokok Pendapatan	(82,725,743)	(82,671,896)	(53,847)	0.07	Cost of Revenue
Laba Bruto	15,420,887	16,092,828	(671,941)	(4.18)	Gross Profit
Beban Umum dan Administrasi	(10,810,082)	(10,429,479)	(380,603)	3.65	General and Administrative Expenses
Pendapatan (Beban) Lain-Lain	2,500,367	1,288,337	1,212,030	94.08	Other Income (Expense)
Laba Usaha	7,111,172	6,951,686	159,486	2.29	Operating Profit
Beban Keuangan/Bunga	(2,459,506)	(2,467,433)	7,927	0.32	Finance/Interest Costs
Laba Sebelum Pajak Penghasilan	4,651,666	4,484,253	167,413	3.73	Profit Before Income Tax
Total Beban Pajak Penghasilan	(1,254,935)	(1,960,840)	705,905	36.00	Total Income Tax Expense
Laba Tahun Berjalan	3,396,731	2,523,413	873,318	34.61	Profit for the Year
Pemilik Entitas Induk	2,252,268	1,389,429	862,839	62.10	Owners of the Parent Entity
Kepentingan Non-Pengendali	1,144,463	1,133,984	10,479	0.92	Non-Controlling Interests
Penghasilan Komprehensif Lain	130,287	(77,516)	207,803	268.08	Other Comprehensive Income
Laba Komprehensif Periode Berjalan	3,527,018	2,445,897	1,081,121	44.20	Comprehensive Income for the Year
Pemilik Entitas Induk	2,366,249	1,316,174	1,050,075	79.78	Owners of the Parent Entity
Kepentingan Non-Pengendali	1,160,769	1,129,723	31,046	2.75	Non-Controlling Interests
Laba per Saham Dasar yang dapat Diatribusikan kepada Pemilik Entitas Induk	0.00053	0.00033	0.00020	60.61	Basic Earnings per Share Attributable to Owners of the Parent Entity

## Pendapatan Bersih

Pada tahun 2021, pendapatan bersih Perseroan tercatat sebesar USD98,15 juta, menurun 0,63% atau USD618,09 dibandingkan tahun sebelumnya yang mencapai USD98,76 juta. Hal ini terutama disebabkan oleh adanya penurunan pendapatan jasa penyaluran gas (*toll fee*).

## Net Revenue

In 2021, the Company's net revenue was recorded at USD98.15 million, a decrease of 0.63% or USD618.09 compared to that of previous year, which reached USD98.76 million. This condition was mainly affected by a decrease in revenue from gas toll services (*toll fees*).

(dalam USD / in USD)

Uraian	2021	2020	Pertumbuhan Growth		Description
			USD	%	
Penjualan Gas	85,588,577	86,095,067	(506,489)	(0.59)	Sales of Gas
Jasa Penyaluran Gas	7,513,180	9,929,875	(2,416,695)	(24.34)	Gas Toll Services
Jasa Kompresi dan Transmisi Gas	2,091,150	1,887,300	203,850	10.80	Gas Compression and Transmission Services
Operasi dan Pemeliharaan	2,448,159	571,890	1,876,269	328.08	Operations and Maintenance
Lain-Lain	505,564	280,593	224,971	80.18	Others
<b>Total</b>	<b>98,146,630</b>	<b>98,764,724</b>	<b>(618,094)</b>	<b>(0.63)</b>	<b>Total</b>

## Beban Pokok Pendapatan

Hingga 31 Desember 2021, beban pokok pendapatan Perseroan tercatat sebesar USD82,73 juta, meningkat 0,07% atau USD53,85 ribu dibandingkan posisi per 31 Desember 2020 yang tercatat sebesar USD82,67 juta.

## Cost of Revenue

Until 31 December 2021, the Company's cost of revenue was recorded at USD82.73 million, an increase of 0.07% or USD53.85 million compared to the position of 31 December 2020, which was recorded at USD82.67 million.



(dalam USD / in USD)

Uraian	2021	2020	Pertumbuhan Growth		Description
			USD	%	
Beban Pembelian Gas	64,426,443	64,899,612	(473,169)	(0.73)	Expense of Gas Purchases
Penyusutan Aset Tetap	6,108,534	6,370,874	(262,340)	(4.12)	Depreciation of Fixed Asset
Penyaluran Gas	5,316,531	5,346,592	(30,061)	(0.56)	Gas Toll Services
Perbaikan dan Pemeliharaan	2,080,796	1,988,004	92,792	4.67	Repair and Maintenance
Gaji dan Tunjangan	1,578,014	1,399,541	178,473	12.75	Salaries and Allowance
Sewa	821,851	818,311	3,540	0.43	Rent
Penyusutan Aset Hak Guna	725,042	230,074	494,968	215.13	Depreciation of Right of Use Assets
Iuran BPH Migas	611,254	735,798	(124,544)	(16.93)	Contribution to BPH Migas
Asuransi	151,945	143,973	7,972	5.54	Insurance
Pajak dan Perijinan	110,775	114,913	(4,138)	(3.60)	Taxes and Licenses
Komisi	102,025	76,825	25,200	32.80	Commissions
Imbalan Pasca-Kerja	57,830	80,678	(22,848)	(28.32)	Post-employment Benefits
Lain-Lain	634,703	466,701	168,002	36.00	Others
<b>Total</b>	<b>82,725,743</b>	<b>82,671,895</b>	<b>53,847</b>	<b>0.07</b>	<b>Total</b>

### Laba Bruto

Laba bruto Perseroan menurun 4,18% atau USD671,94 ribu, dari USD16,09 juta di tahun 2020 menjadi USD15,42 juta di tahun 2021. Kondisi ini terutama disebabkan oleh turunnya pendapatan jasa penyaluran gas (*toll fee*).

### Beban Umum dan Administrasi

Pada tahun 2021, beban umum dan administrasi Perseroan mencapai USD10,81 juta, mengalami peningkatan 3,65% atau USD380,60 ribu jika dibandingkan dengan tahun 2020 yang tercatat sebesar USD10,43 juta. Hal ini dipengaruhi oleh meningkatnya biaya gaji dan cadangan pensiun Direksi dan Komisaris.

### Pendapatan (Beban) Lain-Lain

Pendapatan (beban) lain-lain di tahun 2021 mencapai USD2,50 juta, meningkat 94,08% atau USD1,21 juta dibandingkan tahun 2020 yang tercatat sebesar USD1,29 juta. Hal ini didorong oleh adanya peningkatan bagian laba dari perusahaan asosiasi.

### Laba Sebelum Pajak Penghasilan

Laba sebelum pajak penghasilan Perseroan mengalami peningkatan 3,73% atau USD167,41 ribu, dari USD4,48 juta di tahun 2020 menjadi USD4,65 juta di tahun 2021. Hal ini terutama disebabkan oleh adanya peningkatan pada bagian laba dari perusahaan asosiasi.

### Total Beban Pajak Penghasilan

Pada tahun 2021, total beban pajak penghasilan Perseroan sebesar USD1,25 juta, menurun 36,00% atau USD705,90 ribu dibandingkan tahun 2020 yang tercatat sebesar USD1,96 juta.

### Gross Profit

The Company's gross profit decreased by 4.18% or USD671.94 thousand, from USD16.09 million in 2020 to USD15.42 million in 2021. This condition was mainly affected by decreased revenue from gas toll services (*toll fees*).

### General and Administrative Expenses

In 2021, the Company's general and administrative expenses reached USD10.81 million, an increase of 3.65% or USD380.60 thousand compared to in 2020, which was recorded at USD10.43 million. This condition was affected by the increase in salary expense and provision of retirement for Directors and Commissioners.

### Other Income (Expense)

Other income (Expense) in 2021 reached USD2.50 million, an increase of 94.08% or USD1.21 million compared to in 2020, which was recorded at USD1.29 million. This condition was driven by the increase in share of associate's net earnings.

### Profit Before Income Tax

The Company's profit before income tax increased by 3.73% or USD167.41 million, from USD4.48 million in 2020 to USD4.65 million in 2021. This condition was mainly affected by the increase in share of associate's net earnings.

### Total Income Tax Expense

In 2021, the Company's total income tax Expense was USD1.25 million, a decrease of 36.00% or USD705.90 thousand compared to in 2020, which was recorded at USD1.96 million.

## Laba Tahun Berjalan

Laba tahun berjalan Perseroan di tahun 2021 mencapai USD3,40 juta, meningkat 34,61% atau USD873,32 ribu dibandingkan tahun 2020 yang tercatat sebesar USD2,52 juta. Hal ini terutama disebabkan oleh adanya peningkatan pada bagian laba dari perusahaan asosiasi.

## Penghasilan Komprehensif Lain

Pada tahun 2021, penghasilan komprehensif lain mencapai USD130,29 ribu, mengalami peningkatan 268,08% atau USD207,80 ribu dibandingkan tahun 2020 yang mengalami rugi komprehensif sebesar USD77,52 ribu. Hal ini terutama disebabkan oleh kenaikan yang berasal dari pengukuran kembali liabilitas imbalan pasca kerja.

## Laba Komprehensif Periode Berjalan

Laba komprehensif periode berjalan tahun 2021 tercatat sebesar USD3,53 juta, meningkat 44,20% atau USD1,08 juta dibandingkan tahun 2020 sebesar USD2,45 juta. Hal ini terutama disebabkan oleh adanya peningkatan pada bagian laba dari perusahaan asosiasi.

## Laba per Saham Dasar

Pada tahun 2021, laba per saham dasar tercatat sebesar USD0,00053, mengalami peningkatan 60,61% atau USD0,00020 dari semula USD0,00033 di tahun 2020.

## Profit for the Year

The Company's profit for the year in 2021 reached USD3.40 million, an increase of 34.61% or USD873.32 thousand compared to in 2020, which was recorded at USD2.52 million. This condition was mainly due to the increase in share of associate's net earnings.

## Other Comprehensive Income

In 2021, other comprehensive income reached USD130.29 thousand, an increase of 268.08% or USD207.80 thousand compared to in 2020, which experienced a comprehensive loss of USD77.52 thousand. This condition was mainly affected by the increase from the remeasurement of post-employment benefit liabilities.

## Comprehensive Income for the Year

Comprehensive income for the year in 2021 was recorded at USD3.53 million, an increase of 44.20% or USD1.08 million compared to in 2020 which was USD2.45 million. This condition was mainly affected by the increase in share of associate's net earnings.

## Basic Earnings per Share

In 2021, basic earnings per share were recorded at USD0.00053, an increase of 60.61% or USD0.00020 from USD0.00033 in 2020.

## Laporan Arus Kas Konsolidasian

## Consolidated Statements of Cash Flows

(dalam USD / in USD)

Uraian	2021	2020	Pertumbuhan Growth		Description
			USD	%	
Arus Kas dari (untuk) Aktivitas Operasi	(3,462,616)	17,044,962	(20,507,578)	(120.31)	Cash Flows from (for) Operating Activities
Arus Kas dari (untuk) Aktivitas Investasi	(72,465,029)	(1,967,480)	(70,497,549)	3,583.14	Cash Flows from (for) Investing Activities
Arus Kas dari (untuk) Aktivitas Pendanaan	75,977,817	1,893,409	74,084,408	3,912.75	Cash Flows from (for) Financing Activities
Kenaikan (Penurunan) Dari Kas dan Setara Kas	50,172	16,970,891	(16,920,719)	(99.70)	Increase (Decrease) in Cash and Cash Equivalents
Kas dan Setara Kas Awal Periode (1 Januari)	38,806,124	21,835,233	16,970,891	77.72	Cash and Cash Equivalents at the Beginning of Period (1 January)
Kas dan Setara Kas Akhir Periode (31 Desember)	38,856,296	38,806,124	50,172	0.13	Cash and Cash Equivalents at the End of Period (31 December)

## Arus Kas dari (untuk) Aktivitas Operasi

Kas yang digunakan Perseroan untuk aktivitas operasi tahun 2021 tercatat sebesar USD3,46 juta, menurun 120,31% atau USD20,51 juta dibandingkan tahun 2020 yang menerima kas dari aktivitas operasi sebesar USD17,04 juta. Hal ini terutama dipengaruhi oleh penurunan penerimaan kas dari pelanggan serta naiknya pembayaran bunga pinjaman bank dan biaya operasional lainnya.

## Cash Flows from (for) Operating Activities

Cash used by the Company for operating activities in 2021 was recorded at USD3.46 million, a decrease of 120.31% or USD20.51 million compared to in 2020, which received cash from operating activities of USD17.04 million. This condition was mainly affected by a decrease in cash receipts from customers and an increase in interest payments on bank loans and other operating expenses.



### Arus Kas dari (untuk) Aktivitas Investasi

Hingga 31 Desember 2021, kas yang digunakan Perseroan untuk aktivitas investasi mencapai USD72,47 juta, meningkat 3.583,14% atau USD70,50 juta dibandingkan tahun 2020 yang tercatat sebesar USD1,97 juta. Kondisi tersebut terutama disebabkan oleh kenaikan arus kas untuk membiayai investasi aset tetap dan akuisisi Entitas Anak Perseroan.

### Arus Kas dari (untuk) Aktivitas Pendanaan

Kas yang diperoleh Perseroan dari aktivitas pendanaan meningkat 3.912,75% atau USD74,08 juta, dari USD1,89 juta di tahun 2020 menjadi USD75,98 juta di tahun 2021. Hal tersebut dikarenakan meningkatnya pinjaman bank yang digunakan untuk membiayai investasi aset tetap.

### Cash Flows from (for) Investing Activities

As of 31 December 2021, cash used by the Company for investing activities reached USD72.47 million, an increase of 3,583.14% or USD70.50 million compared to in 2020 which was recorded at USD1.97 million. This condition was mainly due to an increase in cash flows to finance investment in fixed assets and acquisitions of the Company's Subsidiaries.

### Cash Flows from (for) Financing Activities

Cash obtained by the Company from financing activities increased by 3,912.75% or USD74.08 million, from USD1.89 million in 2020 to USD75.98 million in 2021. This was due to an increase in bank loans used for financing investment in fixed assets.

## Rasio Keuangan

## Financial Ratios

Uraian	2021	2020	Description
<b>Profitabilitas (%) / Profitability (%)</b>			
Margin Laba Bersih	2.29	1.41	Net Profit Margin
Rasio Laba Bersih terhadap Total Aset	0.92	0.83	Return on Assets (ROA)
Rasio Laba Bersih terhadap Total Ekuitas	2.21	1.38	Return on Equity (ROE)
<b>Likuiditas (%) / Liquidity (%)</b>			
Rasio Kas	197.23	177.95	Cash Ratio
Rasio Lancar	338.65	282.04	Current Ratio
<b>Solvabilitas (%) / Solvency (%)</b>			
Rasio Total Liabilitas terhadap Total Aset	49.05	26.04	Total Liabilities to Total Assets Ratio
Rasio Total Liabilitas terhadap Total Ekuitas	96.28	35.21	Total Liabilities to Total Equity Ratio
<b>Kolektibilitas Piutang / Receivables Collectability</b>			
Rasio Perputaran Piutang (x)	8.00	9.26	Receivables Turnover Ratio (x)
Rata-Rata Periode Penagihan (hari)	45.65	39.40	Average Collection Period (days)

### Profitabilitas

Profitabilitas Perseroan diukur melalui perhitungan margin laba bersih, rasio laba bersih terhadap total aset, dan rasio laba bersih terhadap total ekuitas. Pada tahun 2021, rasio-rasio tersebut mengalami peningkatan dibandingkan tahun sebelumnya. Margin laba bersih meningkat menjadi 2,29% dari semula 1,41%, rasio laba bersih terhadap total aset tercatat sebesar 0,92%, meningkat dari semula 0,83%, serta rasio laba bersih terhadap total ekuitas meningkat menjadi 2,21% dari semula 1,38%. Kondisi tersebut terutama disebabkan oleh kenaikan perolehan laba bersih Perseroan.

### Profitability

The Company's profitability is measured by calculating net profit margin, return on assets, and return on equity. In 2021, these ratios increased compared to those of previous year. Net profit margin increased to 2.29% from previously 1.41%, return on assets was recorded at 0.92%, an increase from previously 0.83%, and return on equity increased to 2.21% from previously 1.38%. This condition was mainly affected by the increase in the Company's net profit.

## Kemampuan Membayar Utang

Kemampuan membayar utang Perseroan dapat diukur menggunakan perhitungan rasio likuiditas dan rasio solvabilitas.

1. Rasio likuiditas, digunakan untuk mengukur kemampuan Perseroan dalam memenuhi kewajiban jangka pendek, yang dapat dilihat dari hasil perhitungan berikut.
  - a. Rasio Kas  
Pada tahun 2021, rasio ini tercatat sebesar 197,23%, meningkat dibandingkan tahun 2020 sebesar 177,95%.
  - b. Rasio Lancar  
Rasio ini mengalami peningkatan di tahun 2021 menjadi 338,65%, dari sebelumnya 282,04%.

Hasil perhitungan kedua rasio tersebut menunjukkan bahwa Perseroan memiliki kemampuan yang sangat baik dalam memenuhi kewajiban jangka pendek.

2. Rasio solvabilitas, digunakan untuk mengukur kemampuan Perseroan dalam memenuhi kewajiban jangka panjang, yang dapat dilihat dari hasil perhitungan berikut.
  - a. Rasio Liabilitas terhadap Total Aset  
Pada tahun 2021, rasio ini tercatat sebesar 49,05%, meningkat dibandingkan tahun 2020 sebesar 26,04%.
  - b. Rasio Liabilitas terhadap Total Ekuitas  
Rasio ini mengalami peningkatan di tahun 2021 menjadi 96,28%, dari sebelumnya 35,21%.

Hasil perhitungan kedua rasio tersebut menunjukkan bahwa Perseroan masih memiliki kemampuan yang baik dalam memenuhi kewajiban jangka panjang.

## Kolektibilitas Piutang

Kolektibilitas piutang Perseroan dihitung berdasarkan rasio perputaran piutang. Pada tahun 2021 kolektibilitas piutang tercatat 8,00 kali, menurun dibandingkan tahun 2020 sebanyak 9,26 kali. Sementara itu, jangka waktu yang dibutuhkan Perseroan untuk mengumpulkan piutang tahun 2021 adalah 46 hari, mengalami peningkatan dibandingkan tahun sebelumnya selama 39 hari.

## Struktur Permodalan

Pengelolaan permodalan dilakukan agar Perseroan memiliki struktur modal yang kuat dalam rangka mencapai tujuan usaha serta memaksimalkan nilai Pemegang Saham. Manajemen Perseroan berupaya mempertahankan rasio modal yang sehat melalui kegiatan pemantauan permodalan dengan menggunakan beberapa ukuran *leverage* keuangan, seperti rasio utang terhadap ekuitas.

## Solvency

The Company's ability to pay debts is measured by calculating the liquidity and solvency ratios.

1. The liquidity ratio is used to measure the Company's ability to meet short-term liabilities, which can be seen from the following calculation results.
  - a. Cash Ratio  
In 2021, this ratio was recorded at 197.23%, an increase compared to 177.95% in 2020.
  - b. Current Ratio  
This ratio increased in 2021 to 338.65%, from previously 282.04%.

Calculation results of the two ratios indicate that the Company is still able to fulfill its short-term obligations properly.

2. The solvency ratio is used to calculate the Company's ability to meet its long-term obligations, which can be seen from the following calculation results.
  - a. Liabilities to Total Assets Ratio  
In 2021, this ratio was recorded at 49.05%, an increase compared to 26.04% in 2020.
  - b. Liabilities to Total Equity Ratio  
This ratio increased in 2021 to 96.28%, from previously 35.21%.

Calculation results of the two ratios indicate that the Company is still able to fulfill its long-term obligations properly.

## Receivables Collectability

The Company's receivables collectability is calculated based on the receivables turnover ratio. In 2021 the receivables collectability was recorded at 8.00 times, a decrease compared to in 2020 at 9.26 times. Meanwhile, the period required by the Company to collect receivables in 2021 was 46 days, increasing compared to that of previous year of 39 days.

## Capital Structure

The Company implements capital management in order to have a strong capital structure to achieve its business objectives and maximize its Shareholders' values. The Company's management strives to maintain a sound capital ratio through capital monitoring activities using several financial leverage measures, such as the debt to equity ratio.



Uraian	2021		2020		Description
	USD	Persentase terhadap Ekuitas Percentage to Equity (%)	USD	Persentase terhadap Ekuitas Percentage to Equity (%)	
Total Liabilitas	120,468,896	49.05	43,397,453	26.04	Total Liabilities
Total Liabilitas Jangka Pendek	19,701,199	8.02	21,807,586	13.08	Total Current Liabilities
Total Liabilitas Jangka Panjang	100,767,697	41.03	21,589,867	12.95	Total Non-Current Liabilities
Total Ekuitas	125,117,256	50.95	123,246,585	73.96	Total Equity
Total Liabilitas dan Ekuitas	245,586,152	100.00	166,644,038	100.00	Total Liabilities and Equity

Pada tahun 2021, proporsi permodalan dari ekuitas sebesar 50,95%, mengalami penurunan jika dibandingkan tahun sebelumnya sebesar 73,96%. Hal ini terutama dipengaruhi oleh naiknya kewajiban perusahaan sebagai akibat dari penambahan pinjaman bank.

In 2021, the proportion of capital from equity was 50.95%, a decrease compared to that of previous year of 73.96%. This condition was mainly affected by the increase in company liabilities due to additional bank loans.

### Investasi Barang Modal dan Ikatan Material yang Terkait

Informasi terkait investasi barang modal yang dilakukan Perseroan dalam 2 tahun terakhir dipaparkan dalam tabel berikut.

### Capital Goods Investment and Related Material Commitment

Information related to capital goods investments made by the Company in the last 2 years is disclosed in the following table.

(dalam USD / in USD)

Uraian	Tujuan Objectives	2021	2020	Pertumbuhan Growth		Description
				USD	%	
Jaringan Pipa Gas	Pendukung Operasional Operational Support	1,124,752	1,201,980	(77,228)	(6.43)	Gas Pipelines
Bangunan dan Prasarana	Pendukung Operasional Operational Support	2,295,494	241,186	2,054,308	851.75	Building and Infrastructure
Fasilitas LPG	Pendukung Operasional Operational Support	2,891,860	-	2,891,860	100.00	LPG Facilities
Mesin dan Peralatan	Pendukung Operasional Operational Support	1,247,138	19,544	1,227,594	6,281.18	Machinery and Equipment
Peralatan Kantor	Pendukung Operasional Operational Support	235,265	163,858	71,407	43.58	Office Equipment
Kendaraan	Pendukung Operasional Operational Support	404,603	98,767	305,836	309.65	Vehicles
Aset dalam Penyelesaian		65,224,554	-	65,224,554	100.00	Assets in Progress
<b>Total</b>		<b>73,423,666</b>	<b>1,725,335</b>	<b>71,698,331</b>	<b>100.00</b>	<b>Total</b>

Pada tahun 2021, investasi barang modal yang dilakukan Perseroan difokuskan untuk kegiatan investasi aset tetap. Selain itu, Perseroan juga melakukan ikatan material yang berkaitan dengan investasi modal dengan beberapa konsumen industrial.

In 2021, the capital goods investment made by the Company focused on investment in fixed assets. The Company also made material commitments related to capital investment with several industrial consumers.

Ikatan material terkait investasi modal tersebut diungkapkan dalam tabel berikut.

The material commitments related to capital investment are disclosed in the table below.

Pihak 1 1 <sup>st</sup> Party	Pihak 2 2 <sup>nd</sup> Party	Tujuan Ikatan Purpose of Commitment	Jangka Waktu Tenor	Sumber Dana Sources of Fund	Mata Uang Currency	Proteksi Risiko Mata Uang Protection of Foreign Currency Risk
PT Rukun Raharja Tbk (Induk Perusahaan / Parent Company)	Pertamina Gas	Kerjasama Operasi Pipa Minyak Cooperation on Oil Pipeline Operation	20 Tahun 20 years	Pinjaman Bank Bank Loans	USD	-
PT Heksa Energi Mitraniaga	PT Pertamina Patra Niaga	Penyediaan Jasa Temporary Supply Point LPG Provision of LPG Temporary Supply Point Services	3 Tahun 3 years	Pinjaman Bank Bank Loans	USD	-
PT Triguna Internusa Pratama	PT Indonesia Power	Penyediaan Jasa Kompresi Gas Provision of Gas Compression Services	3 Tahun 3 years	Internal	Rp	-
PT Energasindo Heksa Karya	PT Supermall Karawaci	Penjualan CNG Sales of CNG	5 Tahun 5 years	Internal	USD	-
	PT Gastera Prima Energi	Penjualan CNG Sales of CNG	1 Tahun 1 years	Internal	USD	-
	PT Emblem Asia	Penjualan CNG Sales of CNG	5 tahun 5 years	Internal	USD	-

## Informasi Material terkait Investasi, Ekspansi, Divestasi, Akuisisi, Restrukturisasi Utang dan/atau Modal

### Investasi

Pada tahun 2021, Perseroan melakukan kerja sama investasi dengan Pertamina Gas untuk pembangunan, pengoperasian, dan pemeliharaan bersama proyek pipa Rokan senilai USD300.629.858, di mana Perseroan menanggung porsi investasi 25%.

### Ekspansi

Pada tahun 2021, Perseroan melakukan ekspansi bisnis dalam bidang penyediaan jasa *temporary supply point* LPG di Rembang Jawa Tengah melalui PT Heksa Energi Mitraniaga (Entitas Anak PT Triguna Internusa Pratama), dan bisnis pengolahan air bersih melalui PT Bravo Delta Persada (Entitas Anak PT Triguna Internusa Pratama).

### Divestasi, Penggabungan/Peleburan Usaha, Akuisisi, dan Restrukturisasi Utang/Modal

Pada tahun 2021, Perseroan melalui Entitas Anak mengakuisisi beberapa perusahaan, yaitu:

- Mengakuisisi 100% kepemilikan saham PT Majuko Utama Indonesia dengan nilai perolehan sebesar USD2.873.026;
- Mengakuisisi 80% kepemilikan saham PT Artha Prima Energy, dengan nilai perolehan sebesar USD1.236.897; dan
- Mengakuisisi 65% kepemilikan saham PT Artifisial Teknologi Persada, dengan nilai perolehan sebesar USD916.649.

### Penjelasan Mengenai Kewajaran Transaksi

Perseroan melakukan transaksi bisnis dengan memperhatikan prinsip kewajaran.

## Material Information related to Investment, Expansion, Divestment, Acquisition, Debt and/or Capital Restructuring

### Investment

In 2021, the Company established a joint investment with Pertamina Gas for the construction of joint operation and maintenance of Rokan pipeline project worth USD300,629,858, of which the Company bears a 25% investment portion.

### Expansion

In 2021, the Company expanded its business in the provision of LPG temporary supply point services in Rembang, Central Java, through PT Heksa Energi Mitraniaga (Subsidiary of PT Triguna Internusa Pratama), and clean water treatment business through PT Bravo Delta Persada (Subsidiary of PT Triguna Internusa Pratama).

### Divestment, Business Merger/Consolidation, Acquisition, and Debt/Capital Restructuring

In 2021, the Company through its Subsidiaries acquired several companies, which were:

- Acquired 100% share ownership of PT Majuko Utama Indonesia with an acquisition value of USD2,873,026;
- Acquired 80% share ownership of PT Artha Prima Energy with an acquisition value of USD1,236,897; and
- Acquired 65% share ownership of PT Artifisial Teknologi Persada with an acquisition value of USD916,649.

### Explanation of the Transaction Fairness

The Company conducts business transactions by adhering to the principle of fairness.





### Pemenuhan Ketentuan Terkait

Kerjasama investasi Perseroan dengan Pertamina Gas untuk pembangunan, pengoperasian, dan pemeliharaan bersama proyek pipa Rokan telah memenuhi ketentuan kriteria Peraturan Otoritas Jasa Keuangan No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha.

### Fulfillment of Related Requirements

The Company's investment cooperation with Pertamina Gas for the joint construction, operations, and maintenance of Rokan pipeline project has met the criteria based on the Financial Services Authority Regulation No. 17/POJK.04/2020 on Material Transactions and Changes in Main Business Activities.

### Transaksi yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Berelasi

Transaksi yang dilakukan oleh Perseroan telah disesuaikan dengan Standar Akuntansi Keuangan (SAK) yang berlaku.

### Transactions Containing Conflicts of Interest and/or Transactions with Related Parties

Transactions made by the Company have been adjusted to the applicable Financial Accounting Standards (SAK).

### Sifat Hubungan dengan Pihak Berelasi

Pihak-pihak yang berelasi dengan Perseroan diungkapkan dalam tabel berikut.

### Nature of Relationship with Related Parties

Parties related to the Company are disclosed in the following table.

Pihak yang Berelasi Related Parties	Sifat Berelasi Nature of Relationship	Sifat Transaksi Nature of Transaction
PT Pertagas Jatim Utama Cendana	Entitas Asosiasi Associated Entity	Pinjaman Modal Kerja Working Capital Loans

### Transaksi dengan Pihak Berelasi

Rincian transaksi pihak berelasi diungkapkan sebagai berikut.

### Transaction with Related Parties

Details of transactions with related parties are disclosed as follows.

(dalam USD/in USD)

Uraian	2021	2020	Description
<b>Piutang Lain-Lain / Other Receivables - Related Party</b>			
PT Sentosa Bersama Mitra	-	7,161	PT Sentosa Bersama Mitra
PT Petrogas Jatim Utama Cendana	-	958,560	PT Petrogas Jatim Utama Cendana
Lain-Lain	395,109	574,952	Others
<b>Total</b>	<b>395,109</b>	<b>1,540,673</b>	<b>Total</b>
Persentase terhadap Total Aset (%)	0.16	0.92	Percentage to Total Assets (%)

Seluruh transaksi dengan pihak berelasi dalam jumlah signifikan dan dilakukan secara wajar sesuai dengan peraturan dan ketentuan yang berlaku, baik yang dilakukan dengan atau tidak dengan persyaratan dan kondisi yang sama dengan pihak berelasi.

All transactions with related parties in significant amounts are carried out fairly in accordance with the applicable rules and regulations, carried out whether or not with the same terms and conditions as the related parties.

### Informasi Setelah Tanggal Laporan Akuntan

Tidak terdapat informasi material yang terjadi setelah tanggal laporan akuntan.

### Information Subsequent to the Accountant's Reporting Date

There is no material information that occurred after the date of the accountant's report.

### Perubahan Peraturan Perundang-Undangan

Perubahan peraturan perundang-undangan yang terjadi selama tahun 2021 serta berdampak signifikan atau menimbulkan dampak material terhadap Perseroan, diungkapkan sebagai berikut.

### Amendments to Laws and Regulations

Amendments to laws and regulations throughout 2021 that significantly affected or caused material impacts on the Company are disclosed as follows.

Perubahan Undang-Undang Amendments to Laws	Dampak bagi Perseroan Impact on the Company
Pajak Pertambahan Nilai (PPN)  Value Added Tax (VAT)	Kenaikan tarif PPN umum secara bertahap, menjadi 11% dari sebelumnya 10% yang mulai berlaku pada tanggal 1 April 2022 dan 12% mulai berlaku pada 1 Januari 2025. Adanya sistem multi tarif PPN dengan rentang sekitar 5-15% dan tarif PPN 0% untuk ekspor barang kena pajak berwujud, tidak berwujud, dan ekspor jasa kena pajak.  The general VAT rate increases gradually, to 11% from previously 10%, which takes effect on 1 April 2022, and to 12% which will come into effect on 1 January 2025. There is a multi-tariff system for VAT with a range of 5 to 15% and 0% VAT rate for exports of taxable tangible, and intangible goods, as well as exports of taxable services.
Pajak Penghasilan Orang Pribadi (PPh OP)  Personal Income Tax (PPh OP)	Adanya perubahan dan penambahan rentang tarif PPh OP menjadi 5 kategori, yaitu yang terkena pajak sampai dengan Rp60 juta (tarif pajak 5%), kisaran Rp60-Rp250 juta (tarif pajak 15%), di atas Rp250-Rp500 juta (tarif pajak 25%), di atas Rp500 juta-Rp5 miliar (tarif pajak 30%), dan untuk pendapatan di atas Rp5 miliar (tarif pajak 35%).  There are changes and additions to the range of PPh OP rates into 5 categories, namely those subject to tax up to Rp60 million (5% tax rate), Rp60 to Rp250 million (15% tax rate), above Rp250 to Rp500 million (25% tax rate), above Rp500 million to Rp5 billion (30% tax rate), and for income above Rp5 billion (35% tax rate).
Program Pengampunan Pajak  Tax Amnesty Program	Program ini diberlakukan selama 6 bulan, yaitu pada kurun waktu 1 Januari 22 sampai 30 Juni 2022 dan program ini hanya akan berlaku bagi wajib pajak badan sebelumnya berpartisipasi dalam program pengampunan pajak dan wajib pajak orang pribadi.  This program is valid for 6 months, from 1 January 2022 to 30 June 2022, and this program will only apply to corporate taxpayers which previously participated in the tax amnesty program and individual taxpayers.
Pajak Penghasilan Badan (PPh Badan)  Corporate Income Tax (Corporate Income Tax)	Tarif PPh badan dalam negeri dan bentuk usaha tetap sebesar 22% yang mulai berlaku pada tahun pajak 2022. Sementara wajib pajak badan dalam negeri yang berbentuk Perseroan Terbuka, dengan jumlah keseluruhan saham yang disetor diperdagangkan pada bursa efek paling sedikit 40% dan memenuhi persyaratan tertentu diberikan tarif 3% lebih rendah dari 22%.  Domestic corporate income tax rates and permanent establishments are 22% which will be applicable in the 2022 fiscal year. Meanwhile, domestic corporate taxpayers in the form of a Public Company, with a minimum of 40% total number of paid-up shares traded on the stock exchange and meeting specific requirements, are given a rate of 3% lower than 22%.
Perubahan Undang-Undang (UU) Cukai  Amendments to the Excise Law (UU)	Perubahan berupa penambahan atau pengurangan jenis barang kena cukai, menggunakan prinsip pemindaan sebagai upaya terakhir terkait pelanggaran culai yang mencakup pelanggaran perizinan, pengeluaran barang kena cukai, barang kena cukai tidak dikemas, barang kena cukai yang berasal dari tindak pidana, dan jual beli pita cukai.  There are changes in the form of adding or subtracting types of excisable goods, using the relocation principle as a last resort in relation to excise violations which include licensing violations, releasing excisable goods, unpackaged excisable goods, excisable goods originating from criminal acts, as well as buying and selling of excise stamps.

## Perubahan Kebijakan Akuntansi

Beberapa standar akuntansi yang telah disahkan oleh Dewan Standar Akuntansi Keuangan (DSAK) Indonesia yang relevan dengan pelaporan keuangan Perseroan dan mulai berlaku efektif untuk Laporan Keuangan Konsolidasian tanggal 31 Desember 2021 diungkapkan sebagai berikut.

## Amendments to Accounting Policies

Several accounting standards approved by the Financial Accounting Standards Board of the Indonesian Institute of Accountants (IASB) that are relevant to the Company's financial reporting and are effective for the Consolidated Financial Statements dated 31 December 2021 are disclosed as follows.

ISAK/Amandemen PSAK Amendment to SFAS/ IFAS	Ikhtisar Ringkas Brief Overview	Dampak terhadap Laporan Keuangan Perseroan Impact on the Company's Financial Statements
PSAK 112: Akuntansi Wakaf (berlaku 1 Januari 2021, dengan opsi penerapan dini diperkenankan)	Bertujuan untuk mengatur pengakuan, pengukuran, penyajian, dan pengungkapan transaksi wakaf baik oleh nazhir wakaf maupun wakif yang meliputi transaksi: 1. Penyerahan aset wakaf oleh wakif; 2. Penerimaan aset wakaf oleh nazhir wakaf; 3. Pengelolaan dan pengembangan aset wakaf oleh nazhir wakaf; serta 4. Penyaluran hasil pengelolaan dan pengembangan aset wakaf oleh nazhir wakaf.	Tidak ada dampak signifikan bagi Perseroan.
SFAS 112: Waqf Accounting (effective 1 January 2021, early adoption is permitted)	Aims to regulate the recognition, measurement, presentation, and disclosure of waqf transactions by both nazhir waqf and wakif which includes transactions: 1. The handover of waqf assets by wakif; 2. The handover of waqf assets by nazhir waqf; 3. Management and development of waqf assets by nazhir waqf; and 4. Distribution of management and development results of waqf assets by nazhir waqf.	No significant impact on the Company.



ISAK/Amandemen PSAK Amendment to SFAS/ IFAS	Ikhtisar Ringkas Brief Overview	Dampak terhadap Laporan Keuangan Perseroan Impact on the Company's Financial Statements
<p>Amandemen PSAK 22: Kombinasi Bisnis - Definisi Bisnis (berlaku 1 Januari 2021, dengan opsi penerapan dini diperkenankan)</p> <p>Amendment to SFAS 22: Business Combination - Definition of Business (effective 1 January 2021, early adoption is permitted)</p>	<p>Merupakan adopsi dari Amendemen IFRS 3 <i>Business Combinations: Definition of Business</i>. Amendemen ini mengklarifikasi definisi bisnis dengan tujuan untuk membantu entitas dalam menentukan apakah suatu transaksi seharusnya dicatat sebagai kombinasi bisnis atau akuisisi aset. Secara umum, Amendemen PSAK 22 tersebut, meliputi:</p> <ol style="list-style-type: none"> <li>1. Mengamendemen definisi bisnis;</li> <li>2. Menambahkan pengujian konsentrasi opsional yang mengizinkan penilaian yang disederhanakan apakah rangkaian aktivitas dan aset yang diakuisisi bukan merupakan suatu bisnis;</li> <li>3. Mengklarifikasi unsur bisnis bahwa untuk dipertimbangkan sebagai suatu bisnis, suatu rangkaian terintegrasi dari aktivitas dan aset yang diakuisisi mencakup, minimum, input, dan proses substantif yang bersama-sama berkontribusi secara signifikan terhadap kemampuan untuk menghasilkan <i>output</i>; serta</li> <li>4. Menambahkan pedoman dan contoh ilustratif untuk membantu entitas menilai apakah proses substantif telah diakuisisi.</li> </ol> <p>This is the adoption of Amendment to IFRS 3 of <i>Business Combinations: Definition of Business</i>. This amendment clarifies the definition of business with the aim of assisting entities in determining whether a transaction should be accounted for as a business combination or an asset acquisition. In general, amendment to SFAS 22 include:</p> <ol style="list-style-type: none"> <li>1. Amending the definition of business;</li> <li>2. Adding optional concentration test that allows a simplified assessment of whether the acquired set of activities and assets is not a business;</li> <li>3. Clarifying the business element that to be considered as a business, an integrated set of activities and assets acquired includes, as a minimum, inputs, and substantive processes that together contribute significantly to the ability to generate outputs; and</li> <li>4. Adding guidelines and illustrative examples to help entities assess whether substantive processes have been acquired.</li> </ol>	<p>Tidak ada dampak signifikan bagi Perseroan.</p> <p>No significant impact on the Company.</p>
<p>Amandemen PSAK 71, Amendemen PSAK 55, Amendemen PSAK 60, Amendemen PSAK 62, dan Amendemen PSAK 73 tentang Reformasi Acuan Suku Bunga - Tahap 2 (berlaku 1 Januari 2021, dengan opsi penerapan dini diperkenankan)</p> <p>Amendment to SFAS 71, Amendment to SFAS 55, Amendment to SFAS 60, Amendment to SFAS 62, and Amendment to SFAS 73 regarding Interest Rate Benchmark Reform - Phase 2 (effective 1 January 2021, early adoption is permitted)</p>	<p>Merupakan adopsi dari seluruh pengaturan dalam <i>Interest Rate Benchmark Reform - Phase 2: Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4, dan IFRS 16</i> yang membahas isu yang mungkin memengaruhi pelaporan keuangan selama reformasi acuan suku bunga, termasuk dampak perubahan arus kas kontraktual atau hubungan lindung nilai yang timbul dari penggantian acuan suku bunga dengan acuan alternatif yang baru. Amendemen ini mengubah persyaratan yang terkait dengan:</p> <ol style="list-style-type: none"> <li>1. Perubahan dasar untuk menentukan arus kas kontraktual dari aset keuangan, liabilitas keuangan, dan liabilitas sewa;</li> <li>2. Akuntansi lindung nilai; dan</li> <li>3. Pengungkapan.</li> </ol> <p>Amandemen ini hanya berlaku untuk perubahan yang disyaratkan oleh reformasi acuan suku bunga untuk instrumen keuangan dan hubungan lindung nilai.</p> <p>This is the adoption of all arrangements in <i>Interest Rate Benchmark Reform - Phase 2: Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4, and IFRS 16</i> that address issues that may affect financial reporting during interest rate benchmark reform, including the impact of changes on contractual cash flows or hedging relationships arising from replacing interest rate benchmark with new alternative benchmarks. These amendments change the requirements related to:</p> <ol style="list-style-type: none"> <li>1. Changes in the basis for determining contractual cash flows from financial assets, financial liabilities, and lease liabilities;</li> <li>2. Accounting for hedging; and</li> <li>3. Disclosure.</li> </ol> <p>This amendment applies only to changes required by the interest rate benchmark reform for financial instruments and hedging relationships.</p>	<p>Tidak ada dampak signifikan bagi Perseroan.</p> <p>No significant impact on the Company.</p>
<p>Penyesuaian Tahunan PSAK 110: Akuntansi Sukuk (berlaku 1 Januari 2021, dengan opsi penerapan dini diperkenankan)</p> <p>Annual Improvement to SFAS 110: Sukuk Accounting (effective 1 January 2021, with early adoption is permitted)</p>	<p>Mengklarifikasi pada saat pengakuan awal dari investasi sukuk yang bertujuan untuk menyelaraskan dan menjaga konsistensi pengaturan untuk perolehan sukuk.</p> <p>Clarifying at the time of initial recognition of sukuk investments with the aim of aligning and maintaining consistency of arrangements for the acquisition of sukuk.</p>	<p>Tidak ada dampak signifikan bagi Perseroan.</p> <p>No significant impact on the Company.</p>

ISAK/Amandemen PSAK Amendment to SFAS/ IFAS	Ikhtisar Ringkas Brief Overview	Dampak terhadap Laporan Keuangan Perseroan Impact on the Company's Financial Statements
<p>Penyesuaian Tahunan PSAK 111: Akuntansi Wa'd (berlaku 1 Januari 2021, dengan opsi penerapan dini diperkenankan)</p> <p>Annual Improvement to SFAS 111: Wa'd Accounting (effective 1 January 2021, with early application options allowed)</p>	<p>Sebagai dampak dari penyesuaian tahunan PSAK 110 "Akuntansi Suku" di mana pengakuan dan pengukuran Jual beli Suku Bunga Syariah mengikuti sebagaimana PSAK 110.</p> <p>As a result of the annual improvement to SFAS 110 "Suku Accounting" where the recognition and measurement of Sale and Purchase of Sharia Interest Rates follow SFAS 110.</p>	<p>Tidak ada dampak signifikan bagi Perseroan.</p> <p>No significant impact on the Company.</p>
<p>Amandemen PSAK 73: Covid 19 terkait konsesi rental (berlaku 1 Juni 2020, dengan opsi penerapan dini diperkenankan)</p> <p>Amendment to SFAS 73: Covid 19 related to Rent Concessions (effective 1 June 2020, early adoption is permitted)</p>	<p>Merupakan adopsi dari <i>Covid-19-related Rent Concessions-Amendment to IFRS 16 Leases</i>, yang mengusulkan, sebagai cara praktis, bahwa penyewa dapat memilih untuk tidak menilai apakah konsesi sewa terkait Covid-19 merupakan suatu modifikasi sewa dan memberikan persyaratan yang harus dipenuhi agar cara praktis tersebut dapat diterapkan.</p> <p>This is the adoption of the Covid-19-related Rent Concessions-Amendment to IFRS 16 Leases, which proposes, as a practical matter, that the lessee may choose not to assess whether the Covid-19-related lease concession constitutes a modification of the lease and provides conditions that must be met for the practice to be implemented.</p>	<p>Tidak ada dampak signifikan bagi Perseroan.</p> <p>No significant impact on the Company.</p>
<p>Penyesuaian Tahunan 2021 atas PSAK 1: Penyajian Laporan Keuangan, PSAK 13: Properti Investasi, PSAK 48: Penurunan Nilai Aset, PSAK 66: Pengaturan Bersama, dan ISAK 16: Pengaturan Jasa Konsesi</p> <p>2021 Annual Improvement to SFAS 1: Presentation of Financial Statements, SFAS 13: Investment Property, SFAS 48: Impairment of Assets, SFAS 66: Joint Arrangements, and IFAS 16: Service Concession Arrangements</p>	<p>Penyesuaian Tahunan 2021 mencakup:</p> <ol style="list-style-type: none"> <li>PSAK 1: Penyajian Laporan Keuangan Menghapus paragraf 123 (a) dan menambahkan paragraf 123 (d) sehubungan dengan pertimbangan yang dibuat manajemen dalam proses penerapan kebijakan akuntansi entitas yang secara signifikan dapat memengaruhi jumlah yang diakui dalam Laporan Keuangan. Selain itu, Penyesuaian Tahunan PSAK 1 juga menambahkan paragraf PI05A dalam Pedoman Implementasi (PI).</li> <li>PSAK 13: Properti Investasi Menghapus paragraf 75(b) sehubungan dengan pengungkapan atas penerapan model nilai wajar dan model biaya.</li> <li>PSAK 48: Penurunan Nilai Aset Menyesuaikan paragraf 4 mengenai ruang lingkup penurunan nilai aset dan menghapus perbedaan dengan IFRS terkait perbedaan dengan IAS 36 paragraf 4 (a).</li> <li>PSAK 66: Pengaturan Bersama Menyesuaikan paragraf 25, PP11, PP33A (b) beserta catatan kakinya, C12 dan C14 mengenai rujukan ke PSAK 71: Instrumen Keuangan.</li> <li>ISAK 16: Perjanjian Konsesi Jasa Menyesuaikan beberapa paragraf dalam contoh ilustratif agar konsisten dengan PSAK 72: Pendapatan dari Kontrak dengan Pelanggan.</li> </ol> <p>The 2021 Annual Improvements include:</p> <ol style="list-style-type: none"> <li>SFAS 1: Presentation of Financial Statements. Removing paragraph 123(a) and adding paragraph 123(d) with respect to judgments made by management in the process of applying the entity's accounting policies that could significantly affect the amounts recognized in the Financial Statements. Furthermore, the Annual Improvement to SFAS 1 also adds paragraph PI05A in the Implementation Guidelines (PI).</li> <li>SFAS 13: Investment Property Removing paragraph 75(b) with respect to disclosures on the application of the fair value model and the cost model.</li> <li>SFAS 48: Impairment of Assets Adjusting paragraph 4 regarding the scope of asset impairment and removing differences with IFRS regarding differences with IAS 36 paragraph 4(a).</li> <li>SFAS 66: Joint Arrangements. Adjusting paragraphs 25, PP11, PP33A(b) and its footnotes, C12 and C14 regarding references to SFAS 71: Financial Instrument.</li> <li>IFAS 16: Service Concession Arrangements. Adjusting some of the paragraphs in the illustrative example to be consistent with SFAS 72: Revenue from Contracts with Customers.</li> </ol>	<p>Tidak ada dampak signifikan bagi Perseroan.</p> <p>No significant impact on the Company.</p>

## Perbandingan Target dan Realisasi, serta Target ke Depan

### Perbandingan Target dan Realisasi

Pada awal tahun buku 2021, Perseroan telah menetapkan sejumlah target yang hendak dicapai. Beberapa industri di tanah air mulai mengalami pemulihan, termasuk beberapa

## Comparison of Target and Realization, as well as Future Target

### Comparison of Target and Realization

At the beginning of the 2021 fiscal year, the Company had set a number of targets to be achieved. Several industries in the country are starting to recover, including several requests for



permintaan untuk distribusi gas dari pelanggan Perseroan. Namun demikian, pada tahun 2021 terdapat kebijakan pemerintah yang berakibat cukup signifikan bagi Perseroan, yaitu di Entitas Anak Perseroan yang bergerak di bidang infrastruktur gas.

Kinerja Perseroan tahun 2021 masih belum berhasil melampaui target yang telah ditetapkan secara internal, utamanya dipengaruhi oleh penurunan tarif penyaluran gas (*toll fee*) pipa Gresik, Jawa Timur. Namun demikian, proyek-proyek yang sudah direncanakan sebelumnya dapat terealisasi di tahun 2021 diharapkan bisa mulai berkontribusi pada pendapatan Perseroan di tahun 2022.

gas distribution from the Company's customers. However, in 2021 a government policy was applied that had a significant impact on the Company, which was on the Company's Subsidiaries engaging in gas infrastructure.

The Company's performance in 2021 still could not succeed in exceeding the internal set target, which was mainly due to the reduction in gas distribution rates (*toll fees*) for Gresik, East Java, pipeline. However, the previously planned and realized project in 2021 are expected to start contributing to the Company's revenue in 2022.

Indikasi Indicator	Realisasi 2021 Realization in 2021	Target 2021 Target in 2021
Volume Penjualan	Realisasi volume penjualan gas 2021 mengalami peningkatan dibanding realisasi tahun 2020 dan sedikit di bawah target, terutama dipengaruhi oleh penyerapan gas pelanggan industri.	Kenaikan volume penjualan gas.
Sales Volume	The gas sales volume realization in 2021 increased compared to the 2020 realization and was slightly below the target, which was mainly influenced by gas absorption from industrial customers.	Increase in gas sales volume.
Pendapatan	Realisasi total pendapatan 2021 sedikit menurun dibandingkan tahun 2020, terutama karena penyesuaian tarif <i>toll fee</i> pipa Gresik, Jawa Timur. Realisasi 2021 juga masih di bawah target 2021, terutama karena target adanya pendapatan baru dari kegiatan jasa penunjang migas belum terealisasi sesuai rencana.	Pendapatan meningkat dibandingkan tahun 2020.
Revenue	The realization of total revenue in 2021 decreased slightly compared to in 2020, which was mainly due to the toll fee pipeline adjustment of Gresik, East Java. The 2021 realization was also still below the 2021 target, which was mainly because the target for new revenue from oil and gas supporting service activities was not realized as planned.	Revenue increased compared to in 2020.
EBITDA	Realisasi EBITDA tahun 2021 mengalami kenaikan dibanding realisasi EBITDA tahun 2020.	EBITDA tumbuh dibandingkan tahun 2020.
EBITDA	EBITDA realization in 2021 increased compared to EBITDA realization in 2020.	EBITDA grew compared to in 2020.
Belanja Modal	Realisasi belanja modal 2021 lebih tinggi dibandingkan realisasi tahun 2020, terutama karena adanya investasi baru terkait Proyek Pipa Minyak Rokan, pembangunan fasilitas LPG terminal, dan penambahan aset kompresor. Dibandingkan dengan target 2021, realisasi belanja modal lebih rendah dari target, terutama karena investasi Proyek Pipa Rokan belum terealisasi seluruhnya.	Belanja modal direncanakan ±USD100 juta dengan fokus investasi untuk pengembangan bisnis pipa gas trading, pembangunan fasilitas LPG terminal dan investasi di Proyek Pipa Rokan serta beberapa proyek lainnya.
Capital Expenditures	The realization of capital expenditure in 2021 was higher than the realization in 2020, which was mainly due to the new investments related to Rokan Oil Pipeline Project, the construction of LPG terminal facility, and the addition of compressor assets. Compared to the 2021 target, the realization of capital expenditure was lower than the target, which was mainly because the investment of Rokan Pipeline Project was not fully realized yet.	The capital expenditure was planned at ±USD 100 million with investment pipeline focus on developing gas trading pipeline business, construction of LPG terminal facilities, and investment of Rokan Pipeline Project, as well as several other projects.

## Prospek Usaha

Pemulihan ekonomi global diperkirakan akan berlanjut di tahun 2022. Pertumbuhan ekonomi global diproyeksikan tumbuh kisaran 4,7%-5,5%. Selain itu, *lifting* gas bumi ditargetkan mencapai 1.036 MBOEPD. Kegiatan usaha migas diperkirakan akan berangsur membaik, sejalan dengan investasi migas yang ditargetkan sebesar USD17 miliar. Sementara itu, pemerintah melakukan penyesuaian harga gas untuk industri tertentu dan kelistrikan dengan memberikan keterjangkauan harga sebagai salah satu upaya mendukung tumbuhnya ekonomi nasional.

### Sumber:

- Laporan Perekonomian Indonesia Tahun 2021, diterbitkan oleh Bank Indonesia; dan
- Berita, Kementerian Energi dan Sumber daya Mineral Direktorat Jenderal Minyak dan Gas Bumi "Ini Kinerja Subsektor Migas 2021 dan Rencana Kinerja 2022".

## Business Prospects

It is expected that the global economic recovery will continue in 2022. The global economic growth is projected to grow around 4.7%-5.5%. Furthermore, natural gas lifting is targeted to reach 1,036 MBOEPD. Oil and gas business activities are predicted to improve gradually, in line with the targeted oil and gas investment of USD17 billion. Meanwhile, the government has adjusted gas prices for specific industries and electricity by providing affordable prices as an effort to support the national economic growth.

### Sources:

- Indonesia Economic Report 2021, published by Bank Indonesia; and
- News, Ministry of Energy and Mineral Resources, Directorate General of Oil and Gas "This is the Oil and Gas Subsector Performance in 2021 and Performance Plan 2022".

## Proyeksi Tahun 2022

Perseroan telah menyusun target usaha untuk tahun 2022 dengan mempertimbangkan kondisi ekonomi dan industri tahun sebelumnya, baik dari segi makro maupun mikro, serta prospek usaha tahun 2022.

Dalam rangka mencapai target tersebut, Perseroan telah menyusun berbagai rencana dan fokus sebagai langkah strategis, yakni:

1. Bidang Infrastruktur
  - a. Menambah *gas compressor* 1x15 MMSCFD untuk wilayah Banten;
  - b. Pengoperasian penyediaan jasa *temporary supply point* LPG di Rembang, Jawa Tengah;
  - c. Mengakuisisi perusahaan pemilik pipa di wilayah Jawa Barat, Jawa Timur, dan Banten;
  - d. Menjalani kerja sama proyek pengembangan pipa minyak Rokan, Koridor Balam-Bangko-Dumai, dan Koridor Minas-Duri-Dumai; serta
  - e. Melakukan kerja sama dengan Star Energi dalam rangka penyediaan jasa operasi dan pemeliharaan di Gunung Salak.
2. Bidang Perdagangan Gas
  - a. Mengembangkan CNG di beberapa wilayah di Indonesia, terutama Jawa dan Sumatera;
  - b. Mengikuti proyek perdagangan gas dan proyek pipa di Jawa Tengah; serta
  - c. Mengerjakan proyek perdagangan gas dan proyek pipa di Jambi dengan target market industri yang saat ini berada di area wilayah operasi Perseroan.
3. Pembangkit  
Menjajaki untuk masuk ke energi baru terbarukan:
  - a. Menjajaki rencana investasi listrik *geothermal*, air, angin, dan solar panel di Indonesia bersama mitra strategis terbaik dan berpengalaman; serta
  - b. Menjajaki rencana akuisisi maupun investasi aset pembangkit listrik berbasis gas di Indonesia.
4. Hulu Energi
  - a. Menjajaki peluang bisnis pendukung hulu migas di wilayah eksplorasi Blok Cepu;
  - b. Menjajaki rencana investasi pembelian *participating interest* di beberapa blok migas di wilayah Sumatera dan Jawa Timur; serta
  - c. Melakukan akuisisi perusahaan penyedia jasa pendukung di sektor hulu migas.

## Projection for 2022

The Company has prepared its business targets for 2022 by considering the economic and industrial conditions of the previous year, both in terms of macro and micro, as well as business prospects for 2022.

In order to achieve those targets, the Company has prepared various plans and focuses as strategic steps, namely:

1. Infrastructure Sector
  - a. Add 1x15 MMSCFD gas compressor for Banten area;
  - b. Operation of the provision of LPG temporary supply point services in Rembang, Central Java;
  - c. Acquiring pipe owning Company in West Java, East Java, and Banten;
  - d. Establishing cooperation on the development of Rokan oil pipeline, Balam-BangkoDumai Corridor, and Minas-Duri-Dumai Corridor; and
  - e. Establishing cooperation with Star Energi in order to provide operation and maintenance services at Mount Salak.
2. Gas Trading Sector
  - a. Developing CNG in several regions in Indonesia, especially Java and Sumatera;
  - b. Participating in gas trading projects and pipeline projects in Central Java; and
  - c. Working on gas trading and pipeline projects in Jambi with an industrial target market currently in the Company's operational area.
3. Generator  
Exploring new and renewable energy:
  - a. Exploring investment plans for geothermal electricity, water, wind, and solar panel in Indonesia with the best and experienced strategic partners; and
  - b. Exploring acquisition and investment plans of gas-based power plant assets in Indonesia.
4. Upstream Energy
  - a. Exploring business opportunities to support upstream oil and gas in Cepu Block exploration area;
  - b. Exploring investment plans for participating interest in several oil and gas blocks in Sumatera and East Java; and
  - c. Acquiring supporting service providers in the upstream oil and gas sector.



# Tata Kelola Perusahaan

## Good Corporate Governance



“Perseroan meyakini bahwa penerapan tata kelola perusahaan yang baik (*good corporate governance/GCG*) dapat mendukung dan meningkatkan kinerja bisnis yang berkelanjutan. Oleh karena itu, Perseroan berkomitmen untuk menerapkan GCG secara menyeluruh sesuai dengan prinsip-prinsip GCG dan peraturan perundang-undangan yang berlaku.”

“The Company believes that implementing good corporate governance (GCG) can support and improve sustainable business performance. Therefore, the Company is committed to implementing GCG thoroughly according to GCG principles and the prevailing laws and regulations.”





## Penerapan Pedoman Tata Kelola Perusahaan Terbuka

### Implementation of Corporate Governance Guidelines for Public Company

Sebagai bukti komitmen dalam penerapan GCG, Perseroan berupaya untuk melakukan pemenuhan atas ketentuan yang tercantum dalam Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka. Pemenuhan pedoman tersebut di tahun 2021 diungkapkan sebagai berikut.

As evidence of its commitment to implementing GCG, the Company strives to fulfill the provisions contained in the Financial Services Authority Circular No. 32/SEOJK.04/2015 on the Implementation of Corporate Governance Guidelines for Public Company. The fulfillment of these guidelines in 2021 is disclosed as follows.

No.	Aspek/Prinsip/Rekomendasi Aspects/Principles/Recommendations	Status Status	Keterangan Description
I.	<b>Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-Hak Pemegang Saham</b> Relationship between the Public Company and Shareholders in Guaranteeing Shareholders' Rights		
1.	<b>Meningkatkan Nilai Penyelenggaraan Rapat Umum Pemegang Saham (RUPS).</b> Increasing the Value of Convening General Meeting of Shareholders (GMS).		
a.	Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara ( <i>voting</i> ), baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan Pemegang Saham.  Public Company has technical voting methods or procedures, either open or close, prioritizing independence, and interest of Shareholders.	Terpenuhi  Complied	Tata cara pemungutan suara ( <i>voting</i> ), khususnya terkait pengambilan keputusan pada saat RUPS, di atur dalam Anggaran Dasar Perseroan.  Voting procedures, particularly related to adopting resolutions at the GMS, are regulated in the Company's Articles of Association.
b.	Seluruh anggota Dewan Komisaris dan anggota Direksi Perusahaan Terbuka hadir dalam RUPS Tahunan.  All members of Board of Commissioners and members of Board of Directors of Public Company attend the Annual GMS.	Penjelasan  Explanation	RUPS Tahunan yang diselenggarakan pada 27 April 2021 tidak dihadiri oleh M Arsjad Rasjid P Mangkuningrat selaku Komisaris Perseroan dikarenakan berhalangan hadir.  M Arsjad Rasjid P Mangkuningrat, as the Company's Commissioner, was unable to attend the Annual GMS held on 27 April 2021.
c.	Ringkasan risalah RUPS tersedia dalam situs web Perusahaan Terbuka paling sedikit selama 1 tahun.  Summary of GMS Minutes is available on the Company's Website for at least 1 year.	Terpenuhi  Complied	Ringkasan risalah RUPS tersedia dalam situs web Perseroan pada laman Investor >> Berita dan Pemberitahuan.  A summary of the GMS minutes is available on the Company's website in the Investor section >> News and Announcements.
2.	<b>Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor.</b> Increasing the Communication Quality between the Public Company and Shareholders or Investors.		
a.	Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan Pemegang Saham atau investor.  Public Company has communication policy with the Shareholders or investors.	Terpenuhi  Complied	Kebijakan komunikasi antara Perseroan dengan Pemegang Saham diatur dalam Anggaran Dasar dan peraturan internal lainnya, khususnya terkait RUPS.  The communication policy between the Company and Shareholders is regulated in the Articles of Association and other internal regulations, particularly related to the GMS.
b.	Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan Pemegang Saham atau investor dalam situs web.  Public Company discloses the communication policy of Public Company with Shareholders or investors on the website.	Terpenuhi  Complied	Kebijakan komunikasi dengan Pemegang Saham diungkapkan pada situs web Perseroan.  The policy on communication with the shareholders is disclosed on the Company's website.



No.	Aspek/Prinsip/Rekomendasi Aspects/Principles/Recommendations	Status Status	Keterangan Description
<b>II. Fungsi dan Peran Dewan Komisaris</b> Functions and Roles of the Board of Commissioners			
<b>3. Memperkuat Keanggotaan dan Komposisi Dewan Komisaris.</b> Strengthening Board of Commissioners Membership and Composition.			
a.	Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka. The determination of number of Board of Commissioners considers the condition of the Public Company.	Terpenuhi Complied	Jumlah anggota Dewan Komisaris telah sesuai dengan kondisi terkini Perseroan. The number of Board of Commissioners' members is in accordance with the Company's current conditions.
b.	Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The determination of composition of the Board of Commissioners considers the diversity of expertise, knowledge, and experience required.	Terpenuhi Complied	Anggota Dewan Komisaris yang menjabat saat ini memiliki keahlian, pengetahuan, dan pengalaman yang dibutuhkan Perseroan. The current members of Board of Commissioners have the expertise, knowledge, and experience required by the Company.
<b>4. Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris.</b> Increasing the Quality of Implementation of Duties and Responsibilities of the Board of Commissioners.			
a.	Dewan Komisaris mempunyai kebijakan penilaian sendiri ( <i>self-assessment</i> ) untuk menilai kinerja Dewan Komisaris. The Board of Commissioners has self-assessment policy to assess the performance of the Board of Commissioners.	Terpenuhi Complied	Penilaian kinerja Dewan Komisaris dilakukan melalui penilaian mandiri ( <i>self-assessment</i> ) serta penilaian oleh Pemegang Saham pada saat RUPS. The performance assessment of Board of Commissioners is carried out using selfassessment method by Shareholders at the GMS.
b.	Kebijakan penilaian sendiri ( <i>self-assessment</i> ) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. Self assessment policy to assess the performance of the Board of Commissioners is disclosed through the Public Company Annual Report.	Terpenuhi Complied	Kebijakan terkait penilaian kinerja Dewan Komisaris diungkapkan pada bagian Penilaian Kinerja Organ Perseroan dalam Laporan Tahunan ini. The Board of Commissioners' performance assessment policy is disclosed in the Performance Assessment section of the Company's Organ of this Annual Report.
c.	Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. The Board of Commissioners has policy related to resignation of members of Board of Commissioners if involved in financial crime.	Terpenuhi Complied	Kebijakan terkait pengunduran diri anggota Dewan Komisaris diatur dalam Anggaran Dasar Perseroan. Policies related to resignation of Board of Commissioners' members are stipulated in the Company's Articles of Association.
d.	Dewan Komisaris atau Komite yang menjalankan Fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses nominasi anggota Direksi. The Board of Commissioners or Committees performing the Nomination and Remuneration Functions prepares a succession policy in the nomination process of members of Board of Directors.	Terpenuhi Complied	Perseroan telah memiliki kebijakan terkait nominasi anggota Direksi yang disusun oleh Komite Nominasi, Remunerasi, dan GCG. The Company already has a policy on the nomination of Board of Directors' members, which is prepared by the Nomination, Remuneration, and GCG Committee.
<b>III. Fungsi dan Peran Direksi</b> Functions and Roles of the Board of Directors			
<b>5. Memperkuat Keanggotaan dan Komposisi Direksi.</b> Strengthening Membership and Composition of the Board of Directors.			
a.	Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka, serta efektivitas dalam pengambilan keputusan. The determination of number of Board of Directors considers the Public Company's condition and effectiveness in decision making.	Terpenuhi Complied	Jumlah anggota Direksi telah sesuai dengan kondisi terkini Perseroan. The number of Board of Directors' members is already in accordance with the Company's current conditions.
b.	Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The determination of composition of Board of Directors considers the range of expertise, knowledge, and experience required.	Terpenuhi Complied	Anggota Direksi yang menjabat saat ini memiliki keahlian, pengetahuan, dan pengalaman yang dibutuhkan Perseroan. The current members of Board of Directors have the expertise, knowledge, and experience required by the Company.
c.	Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. Members of Board of Directors in charge of accounting or finance have the skills and/or knowledge in accounting.	Terpenuhi Complied	Direktur yang membawahi bidang keuangan dan administrasi memiliki latar belakang pendidikan dan pengalaman di bidang terkait. The Director in charge of finance and administration has educational background and experience in the related fields.
<b>6. Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi.</b> Increasing the Quality of Implementation of Duties and Responsibilities of the Board of Directors.			
a.	Direksi mempunyai kebijakan penilaian sendiri ( <i>self-assessment</i> ) untuk menilai kinerja Direksi. The Board of Directors has self-assessment policy to assess the Board of Directors' performance.	Terpenuhi Complied	Penilaian kinerja Direksi dilakukan melalui penilaian mandiri ( <i>self-assessment</i> ) serta penilaian oleh Pemegang Saham pada saat RUPS. The performance assessment of Board of Directors is carried out using self-assessment method by Shareholders at the GMS.

No.	Aspek/Prinsip/Rekomendasi Aspects/Principles/Recommendations	Status Status	Keterangan Description
b.	Kebijakan penilaian sendiri ( <i>self-assessment</i> ) untuk menilai kinerja Direksi diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. Self-assessment policy to assess the Directors' performance is disclosed through the Public Company's Annual Report.	Terpenuhi Complied	Kebijakan terkait penilaian kinerja Direksi diungkapkan pada bagian Penilaian Kinerja Organ Perseroan dalam Laporan Tahunan ini. The Board of Directors' performance assessment policy is disclosed in the Performance Assessment section of the Company's Organ of this Annual Report.
c.	Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. The Board of Directors has policy related to resignation of members of Board of Directors if involved in financial crime.	Terpenuhi Complied	Kebijakan terkait pengunduran diri anggota Direksi diatur dalam Anggaran Dasar Perseroan. Policies related to resignation of Board of Directors' members are stipulated in the Company's Articles of Association.

#### IV. Partisipasi Pemangku Kepentingan Stakeholders Participation

##### 7. Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan.

Increasing the Corporate Governance Aspect through Stakeholders Participation.

a.	Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya <i>insider trading</i> . The Public Company has a policy to prevent the occurrence of insider trading.	Terpenuhi Complied	Perseroan memiliki kebijakan mencegah <i>insider trading</i> sebagaimana diatur dalam Kode Etik. The Company has policies to prevent insider trading as regulated in the Code of Ethics.
b.	Perusahaan Terbuka memiliki kebijakan anti korupsi dan anti <i>fraud</i> . Public Company has anti-corruption and anti-fraud policies.	Terpenuhi Complied	Kebijakan anti korupsi dan anti <i>fraud</i> tercantum dalam Kode Etik. Anti-corruption and anti-fraud policies are outlined in the Code of Ethics.
c.	Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. Public Company has a policy on selection and improvement of supplier or vendor capabilities.	Terpenuhi Complied	Perseroan telah memiliki kebijakan terkait pelaksanaan seleksi dan evaluasi pemasok atau vendor. Kebijakan tersebut dijadikan panduan bagi unit terkait dalam menentukan mitra kerja. The Company has policies related to the selection and evaluation of suppliers or vendors. The policies are used as a guide for related units in determining work partners.
d.	Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditor. Public Company has a policy on the fulfillment of creditors' rights.	Terpenuhi Complied	Perseroan mematuhi ketentuan yang dimuat dalam surat perjanjian dengan kreditor. The Company complies with the provisions included in the agreement with the creditor.
e.	Perusahaan Terbuka memiliki kebijakan sistem <i>whistleblowing</i> . Public Company has policies of whistleblowing system.	Terpenuhi Complied	Perseroan memiliki kebijakan <i>whistleblowing</i> dan telah diterapkan secara efektif di lingkungan perusahaan. The Company has whistleblowing policy which has been applied effectively within the Company.
f.	Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. The Public Company has a long-term incentive policy to Directors and employees.	Terpenuhi Complied	Perseroan mempunyai program asuransi pensiun untuk seluruh karyawan tetap yang memenuhi syarat, dengan Badan Penyelenggara Jaminan Sosial (BPJS). Pembayaran premi awal sekaligus dan premi periodik ditentukan berdasarkan perhitungan secara periodik yang disetujui oleh Perseroan dan BPJS. Iuran dari karyawan adalah sebesar 2% dari gaji pokoknya ditambah sejumlah tunjangan tertentu. Selisih antara premi pertanggungansian dengan kontribusi karyawan ditanggung oleh Perseroan. The Company has a pension insurance program for all qualified permanent employees, with the Social Security Administrator (BPJS). Payment of initial premiums at once and periodic premiums are determined by periodic calculations agreed by the Company and BPJS. Contribution from an employee is 2% of the basic salary plus a certain number of benefits. The difference between the insurance premium and employee contribution is borne by the Company.

#### V. Keterbukaan Informasi Information Disclosure

##### 8. Meningkatkan Pelaksanaan Keterbukaan Informasi.

Increasing Implementation of Information Disclosure.

a.	Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain situs web sebagai media keterbukaan informasi. The Public Company has utilized the use of information technology more broadly than the website as a media for information disclosure.	Terpenuhi Complied	Informasi terkait kinerja dan kegiatan Perseroan diungkapkan dalam situs web perusahaan serta situs web Bursa Efek Indonesia bagian Keterbukaan Informasi. Information related to the Company's performance and activities is disclosed on the Company's website and the Information Disclosure section of the Indonesia Stock Exchange's website.
b.	Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham perusahaan terbuka paling sedikit 5%, selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui Pemegang Saham Utama dan Pengendali. The Public Company's Annual Report discloses the ultimate beneficial owner of the Public Company's share ownership of at least 5%, in addition to the disclosure of ultimate beneficial owner in the share ownership of Public Company through Main and Controlling Shareholders.	Terpenuhi Complied	Informasi terkait pemilik manfaat terakhir Perseroan diungkapkan pada bagian Pemegang Saham Utama dan Pengendali, bab Profil Perusahaan dalam Laporan Tahunan ini. Information related to the ultimate beneficial owner of the Company is disclosed in the Main and Controlling Shareholders section, Company Profile chapter of this Annual Report.



## Rapat Umum Pemegang Saham General Meeting of Shareholders

Rapat Umum Pemegang Saham (RUPS) merupakan forum di mana Pemegang Saham dapat mengambil keputusan dan strategi terkait pengelolaan Perseroan. Melalui rapat ini, Pemegang Saham juga mengevaluasi kinerja Dewan Komisaris dan Direksi, termasuk mengevaluasi kesesuaian pengelolaan Perseroan dengan prinsip-prinsip GCG.

The General Meeting of Shareholders (GMS) is a forum where Shareholders can adopt resolutions and strategies related to the management of the Company. Through this meeting, the Shareholders also evaluate the performance of the Board of Commissioners and Board of Directors, as well as evaluate the compliance of the Company's management with GCG principles.

### Pelaksanaan RUPS Tahun 2021

Sepanjang 2021, Perseroan melaksanakan RUPS Tahunan dan 1 kali RUPS Luar Biasa, sebagaimana diungkapkan sebagai berikut.

### GMS Implementation in 2021

Throughout 2021, the Company held Annual GMS and 1 Extraordinary GMS, as disclosed below.

<b>Tanggal / Date</b>	27 April 2021	
<b>Waktu / Time</b>	RUPS Tahunan / Annual GMS : 10.20 WIB-11.20 WIB	RUPS Luar Biasa/ Extraordinary GMS : 11.30 WIB-11.55 WIB
<b>Tempat / Place</b>	Hotel Indonesia Kempinski, Pelataran Ramayana Jl. MH Thamrin No. 1, Menteng, Jakarta Pusat.	
<b>Peserta / Participant</b>	<p><b>Pemegang Saham / Shareholders</b> RUPS Tahunan / Annual GMS : Diwakili oleh 3.253.446.144 saham atau 76,96% dari total 4.227.082.500 saham. / Represented by 3,253,446,144 shares or 76.96% from the total of 4,227,082,500 shares.</p> <p>RUPS Luar Biasa / Extraordinary GMS : Diwakili oleh 3.254.361.824 saham atau 76,99% dari total 4.227.082.500 saham. / Represented by 3,254,361,824 shares or 76.99% from the total of 4,227,082,500 shares.</p> <p><b>Dewan Komisaris / Board of Commissioners</b> Komisaris Utama Independen / Independent President Commissioner : M Senang Sembiring Komisaris Independen / Independent Commissioner : Rachmad Gobel Komisaris / Commissioner : Rudiantara</p> <p><b>Direksi / Board of Directors</b> Direktur Utama / President Director : Djauhar Maulidi Direktur / Director : M Oka Lesmana Firdausi</p>	
<b>Notaris / Notary</b>	Rini Yulianti, SH Membantu Perseroan dalam memvalidasi perhitungan suara dalam pengambilan keputusan RUPS. Assisting the Company in validating the vote count in adopting GMS resolutions.	

Keputusan dan realisasi RUPS Tahunan 2021 diungkapkan sebagai berikut.

The resolutions and realization of the 2021 Annual GMS are disclosed as follows.

Keputusan Resolutions	Realisasi Realization
<p><b>Mata Acara 1 / Agenda Item 1</b></p> <p>1. Menerima dan menyetujui Laporan Tahunan Perseroan, termasuk Laporan Tugas Pengawasan Dewan Komisaris Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2020 serta rencana kerja dan pengembangan Perseroan.</p> <p>Accepting and approving the Company's Annual Report, including the Supervisory Report of the Board of Commissioners of the Company for the fiscal year ending on 31 December 2020 and the Company's work and development plan.</p> <p>2. Mengesahkan Laporan Keuangan Konsolidasian 31 Desember 2020 dan 2019 serta untuk tahun-tahun yang berakhir pada 31 Desember 2020 dan 2019, disertai Laporan Auditor Independen yang telah diaudit oleh Kantor Akuntan Publik Husni, Wibawa dan Rekan, sebagaimana ternyata dari laporannya No. 00029/2.1309/AU.1/02/0083-2/1/III/2021 tertanggal 26 Maret 2021 dengan pendapat wajar tanpa pengecualian, serta memberikan pembebasan dan pelunasan sepenuhnya (<i>acquit et de charge</i>) kepada seluruh anggota Dewan Komisaris dan Direksi Perseroan atas tindakan pengurusan dan pengawasan yang telah dilakukan selama tahun buku yang berakhir pada tanggal 31 Desember 2020, sepanjang tindakan-tindakan mereka tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan Konsolidasian 31 Desember 2020 dan untuk tahun-tahun yang berakhir tanggal tersebut beserta Laporan Auditor Independen.</p> <p>Approving the Consolidated Financial Statements for 31 December 2020 and 2019 and for the years ended on 31 December 2020 and 2019, along with the Independent Auditor's Report that had been audited by the Public Accounting Firm Husni, Wibawa dan Rekan as included in its report No. 00029/2.1309/AU.1/02/0083-2/1/III/2021 dated 26 March 2021 with an unqualified opinion, as well as providing acquit et de charge to all members of the Board of Directors and Board of Commissioners of the Company for the management and supervision carried out throughout the fiscal year ending on 31 December 2020, provided that their actions are reflected in the Annual Report and Consolidated Financial Statements per 31 December 2020 and for the year ending on that date along with the Independent Auditor's Report.</p>	<p>Telah direalisasikan.</p> <p>Fully realized.</p>

Keputusan Resolutions	Realisasi Realization
<p><b>Mata Acara 2 / Agenda Item 2</b></p> <p>1. Menetapkan penyisihan untuk dana cadangan Perseroan sesuai dengan Pasal 70 ayat (1) Undang-Undang Perseroan Terbatas sebesar Rp100.000.000,-.</p> <p>Determining the allowance for the Company's reserve funds in accordance with Article 70 paragraph (1) of the Limited Liability Company Law in the amount of Rp100,000,000.</p> <p>2. Menetapkan pembagian dividen sebesar Rp21.811.745.700,- yang akan dibagikan kepada para Pemegang Saham dalam bentuk dividen tunai sebesar Rp5,16,- per saham, yang namanya tercatat dalam Daftar Pemegang Saham Perseroan pada tanggal 7 Mei 2021 pada pukul 16.00 WIB ("Recording Date"), dengan memperhatikan peraturan PT Bursa Efek Indonesia untuk perdagangan saham di Bursa Efek Indonesia, dengan catatan bahwa untuk saham Perseroan yang berada dalam penitipan kolektif, berlaku ketentuan sebagai berikut.</p> <p>a. Cum Dividen di Pasar Reguler pada tanggal 5 Mei 2021; b. Ex Dividen di Pasar Tunai pada tanggal 6 Mei 2021; c. Cum Dividen di Pasar Reguler pada tanggal 7 Mei 2021; dan d. Ex Dividen di Pasar Tunai pada tanggal 10 Mei 2021.</p> <p>Pembayaran dividen tunai kepada para Pemegang Saham yang berhak akan dilaksanakan selambatnya pada tanggal 27 Mei 2021.</p> <p>Determining the distribution of dividends at Rp21,811,745,700, which will be distributed to Shareholders, in the form of cash dividends of Rp5.16 per share, whose names are registered in the Company's Shareholders Register on 7 May 2021 at 16.00 WIB (Recording Date) with due observance to the regulations of PT Bursa Efek Indonesia for trading shares on Indonesia Stock Exchange with a note that for the Company's shares which are in collective custody, the following conditions shall apply</p> <p>a. Cum Dividend in Regular Market 5 May 2021; b. Ex Dividend in Cash Market 6 May 2021; c. Cum Dividend in Regular Market 7 May 2021; and d. Ex Dividend in Cash Market 10 May 2021.</p> <p>Payment of cash Dividends to entitled Shareholders will be made no later than 27 May 2021.</p> <p>3. Memberikan kuasa kepada Direksi Perseroan untuk melaksanakan segala sesuatunya sehubungan dengan pembagian dividen tersebut di atas sesuai dengan peraturan perundang-undangan yang berlaku.</p> <p>Granting power of attorney to the Company's Board of Directors to carry out anything related to the distribution of dividends as referred to above in accordance with the applicable laws and regulations.</p>	<p>Pembayaran dividen telah dilaksanakan Perseroan pada 27 Mei 2021.</p> <p>The Company made dividend payment on 27 May 2021.</p>
<p><b>Mata Acara 3 / Agenda Item 3</b></p> <p>1. Melimpahkan wewenang kepada Dewan Komisaris Perseroan untuk menentukan gaji dan tunjangan lainnya dari para anggota Direksi Perseroan.</p> <p>Delegating authority to the Company's Board of Commissioners to determine the salary and other allowances for the members of the Company's Board of Directors.</p> <p>2. Menetapkan gaji atau honorarium dan tunjangan bagi Dewan Komisaris Perseroan sama dengan tahun sebelumnya atau dilakukan penyesuaian apabila hal tersebut perlu disesuaikan dengan rekomendasi dari Komite Nominasi, Remunerasi, dan GCG untuk selanjutnya ditetapkan oleh Dewan Komisaris.</p> <p>Determining the salary or honorarium and allowances for the Company's Board of Commissioner which are the same as in the previous year or, if necessary, it shall be adjusted to the recommendations from the Nomination, Remuneration, and GCG Committee to subsequently be determined by the Board of Commissioners.</p>	<p>Dewan Komisaris telah menentukan besarnya remunerasi yang diterima oleh Dewan Komisaris dan Direksi Perseroan. Informasi terkait hal ini disajikan pada uraian Kebijakan Remunerasi Dewan Komisaris dan Direksi.</p> <p>The Board of Commissioners has determined the remuneration amount received by the Company's Board of Commissioners and Board of Directors. Information on this matter is presented in the description of Remuneration Policy of Board of Commissioners and Board of Directors.</p>
<p><b>Mata Acara 4 / Agenda Item 4</b></p> <p>Mendelegasikan wewenang kepada Dewan Komisaris Perseroan untuk menunjuk kantor akuntan publik yang terdaftar di Otoritas Jasa Keuangan yang akan mengaudit buku Perseroan tahun buku 2021 dan pemberian wewenang kepada Dewan Komisaris Perseroan untuk menetapkan kriteria kantor akuntan publik yang akan mengaudit Laporan Keuangan Perseroan untuk tahun buku 2021 tersebut sesuai dengan ketentuan yang berlaku, serta memberikan wewenang kepada Direksi Perseroan untuk menetapkan honorarium dan persyaratan lainnya bagi kantor akuntan publik tersebut.</p> <p>Delegating authority to the Board of Commissioners of the Company to appoint a public accounting firm registered in the Financial Services Authority to audit the Company books for the 2021 fiscal year and authority to the Board of Commissioners of the Company to determine the criteria of a public accounting firm that will audit the Company's Financial Statements for the 2021 fiscal year in accordance with the applicable provisions, as well as authority to the Board of Directors of the Company to determine the honorarium and other requirements for the public accounting firm.</p>	<p>Perseroan telah menunjuk Kantor Akuntan Publik Paul Hadiwinata, Hidajat, Arsono, Retno, Pallingan dan Rekan untuk mengaudit Laporan Keuangan.</p> <p>The Company has appointed Public Accounting Firm Paul Hadiwinata, Hidajat, Arsono, Retno, Pallingan dan Rekan to audit the Financial.</p>

Keputusan dan realisasi RUPS Luar Biasa 2021 diungkapkan sebagai berikut.

The resolutions and realization of the 2021 Extraordinary GMS are disclosed as follows.

Keputusan Resolutions	Realisasi Realization
<p><b>Mata Acara 1 / Agenda Item 1</b></p> <p>1. Perjanjian Kerja Sama Operasi antara PT Pertamina Gas dengan PT Rukun Raharja Tbk No. Pertamina Gas 245/PG000/2020-S0 dan No. PT Rukun Raharja Tbk RR/DU/21.095/X/2020 tanggal 21 Oktober 2020 dan seluruh perubahan dan/atau tambahannya, yang merupakan suatu transaksi material sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan No. 17/POJK.04/2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha.</p> <p>Joint Operation Agreement between PT Pertamina Gas and PT Rukun Raharja Tbk No. Pertamina Gas 245/PG000/2020-S0 and No. PT Rukun Raharja Tbk RR/DU/21.095/X/2020 dated 21 October 2020 and all amendments and/or additions, which constitute a material transaction as referred to in the Financial Services Authority Regulation No. 17/POJK.04/2020 on Material Transactions and Changes in Business Activities.</p> <p>2. Memberikan kewenangan kepada Direksi Perseroan untuk dapat melakukan segala hal dan/atau untuk menandatangani perjanjian, surat, dan segala dokumen lainnya terkait dengan dan/atau diperlukan untuk keperluan pelaksanaan Perjanjian Kerja Sama Operasi antara PT Pertamina Gas dengan PT Rukun Raharja Tbk No. Pertamina Gas 245/PG000/2020-S0 dan No. PT Rukun Raharja Tbk RR/DU/21.095/X/2020 tanggal 21 Oktober 2020 sesuai dengan kebijakan yang dianggap baik oleh Direksi Perseroan.</p> <p>Authorizing the Company's Board of Directors to take all necessary actions and/or sign agreements, letters, and all other documents related to and/or required to implement the Joint Operation Agreement between PT Pertamina Gas and PT Rukun Raharja Tbk No. Pertamina Gas 245/PG000/2020-S0 and No. PT Rukun Raharja Tbk RR/DU/21.095/X/2020 dated 21 October 2020 according to the policies deemed appropriate by the Company's Board of Directors.</p>	<p>Telah direalisasikan.</p> <p>Fully realized.</p>



Keputusan Resolutions	Realisasi Realization
<p><b>Mata Acara 2 / Agenda Item 2</b></p> <p>1. Pemberian jaminan atas seluruh atau sebagian besar kekayaan bersih Perseroan, baik berupa jaminan yang akan diberikan oleh Perseroan dan/atau Entitas Anak Perseroan, maupun jaminan dalam bentuk aset-aset terkait dari Perseroan dan/atau Entitas Anak Perseroan yang merupakan seluruh ataupun sebagian besar harta kekayaan Perseroan dan/atau Entitas Anak Perseroan dalam rangka penerimaan pinjaman dari pihak ketiga dalam jumlah, syarat dan ketentuan yang dianggap baik oleh Direksi Perseroan, dengan memperhatikan ketentuan Peraturan Otoritas Jasa Keuangan No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka serta memenuhi ketentuan peraturan perundang-undangan yang berlaku termasuk ketentuan di bidang pasar modal.</p> <p>Providing guarantees for all or most of the Company's net assets, in the form of guarantees to be provided by the Company and/or the Company's Subsidiaries and guarantees in the form of assets related to the Company and/or the Company's Subsidiaries, which constitute all or most of the assets of the Company and/or the Company's Subsidiaries in order to receive loans from third parties in the amount, terms, and conditions deemed appropriate by the Company's Board of Directors, with due observance of the provisions in the Financial Services Authority Regulation No. 15/POJK.04/2020 on the Planning and Organizing General Meeting of Shareholders of Public Companies and comply with the provisions of the applicable laws and regulations, including provisions in the capital market sector.</p> <p>2. Memberikan kuasa dan wewenang dengan hak substitusi kepada Direksi Perseroan, baik sendiri-sendiri maupun bersama-sama untuk melaksanakan keputusan tersebut, termasuk tetapi tidak terbatas bertindak mewakili Direksi dan karenanya bertindak untuk dan atas nama serta mewakili Perseroan untuk membuat atau meminta dibuatkan segala akta-akta, surat-surat maupun dokumen-dokumen yang diperlukan sehubungan dengan pemberian jaminan tersebut, termasuk tetapi tidak terbatas kepada mendiskusikan syarat dan ketentuan daripada dokumen-dokumen tersebut, menandatangani dokumen-dokumen jaminan maupun dokumen-dokumen pelaksanaannya, beserta segala lampiran-lampirannya, termasuk pada perubahan-perubahannya, penambahan-penambahannya, dari waktu ke waktu, maupun pengakhirannya, hadir di hadapan pihak/pejabat yang berwenang, termasuk notaris, mengajukan permohonan kepada pihak/pejabat yang berwenang untuk memperoleh persetujuan, melaporkan atau mendaftarkan hal tersebut kepada pihak/pejabat yang berwenang sebagaimana dimaksud dalam peraturan perundangan yang berlaku, tanpa ada yang dikecualikan.</p> <p>Granting power and authority with substitution rights to the Company's Board of Directors, either individually or jointly, to implement the resolutions, including but not limited to acting on behalf of the Board of Directors, and therefore, acting for and on behalf of and representing the Company to make or request to make all deeds, letters, and documents required in connection with the granting of such guarantees, including but not limited to discussing the terms and conditions of these documents, signing the guarantee and implementation documents, along with all attachments, including its amendments, additions, from time to time, as well as its termination, appearing before the authorized party/official, including a notary, submitting applications to the authorized party/official to obtain approval, reporting or registering the matter to the authorized party/official as referred to in the applicable laws and regulations, without any exceptions.</p>	<p>Telah direalisasikan.</p> <p>Fully realized.</p>
<p><b>Mata Acara 3 / Agenda Item 3</b></p> <p>1. Mengangkat Sumantri Suwarno sebagai Direktur Perseroan yang baru untuk sisa masa jabatan anggota Direksi Perseroan lainnya.</p> <p>Appointing Sumantri Suwarno as the new Director of the Company for the remaining term of office of the other members of the Company's Board of Directors.</p> <p>2. Sehingga susunan anggota Direksi dan Dewan Komisaris Perseroan yang baru untuk masa jabatan terhitung sejak ditutupnya Rapat ini sampai dengan ditutupnya RUPS Tahunan untuk tahun buku 2022 yang akan diselenggarakan pada tahun 2023 menjadi sebagai berikut.</p> <p>Accordingly, the composition of the Company's new Board of Directors and Board of Commissioners for the term of office commencing from the closing of this Meeting to the closing of the Annual GMS for the 2022 fiscal year, which will be held in 2023, is as follows.</p> <p><b>Dewan Komisaris / Board of Commissioners</b>                  Komisaris Utama Independen / Independent President Commissioner : M Senang Sembiring                  Komisaris / Commissioner : M Arsjad Rasjid P Mangkuningrat                  Komisaris Independen / Independent President Commissioner : Rachmad Gobel                  Komisaris / Commissioner : Rudiantara</p> <p><b>Direksi / Board of Directors</b>                  Direktur Utama / President Director : Djauhar Maulidi                  Direktur / Director : M Oka Lesmana Firdauzi                  Direktur / Director : Sumantri Suwarno</p> <p>3. Memberikan kuasa dan wewenang dengan hak substitusi kepada Direksi Perseroan untuk melakukan segala tindakan yang diperlukan sehubungan dengan pengangkatan anggota Direksi Perseroan tersebut.</p> <p>Granting power and authority with substitution rights to the Company's Board of Directors to take all necessary actions in connection with the appointment of members of the Company's Board of Directors.</p>	<p>Telah direalisasikan.</p> <p>Fully realized.</p>

## Pelaksanaan RUPS Tahun 2020

Sepanjang 2020, Perseroan melaksanakan RUPS Tahunan dan 1 kali RUPS Luar Biasa, sebagaimana diungkapkan sebagai berikut.

<b>Tanggal / Date</b>	8 Juni 2020 / 8 June 2020
<b>Waktu / Time</b>	RUPS Tahunan / Annual GMS : 10.40 WIB-11.35 WIB RUPS Luar Biasa / Extraordinary GMS : 11.43 WIB-11.56 WIB
<b>Tempat / Place</b>	Office Park Thamrin Residences Blok A 01-05 Jl. Thamrin Boulevard Kel. Kebon Melati, Kec. Tanah Abang Jakarta Pusat, 10220

## GMS Implementation in 2020

Throughout 2020, the Company held Annual GMS and 1 Extraordinary GMS, as disclosed below.

<b>Peserta / Participant</b>	<b>Pemegang Saham / Shareholders</b> Diwakili oleh 2.890.620.104 saham atau 68,38% dari total 4.227.082.500 saham. Represented by 2,890,620,104 shares or 68.03% from the total of 4,227,082,500 shares.
	<b>Dewan Komisaris / Board of Commissioners</b> Komisaris Utama Independen / Independent President Commissioner : M Senang Sembiring Komisaris / Commissioner : M Arsjad Rasjid P Mangkuningrat Komisaris / Commissioner : Rudiantara <b>Direksi / Board of Directors</b> Direktur Utama / President Director : Djauhar Maulidi Direktur / Director : M Oka Lesmana Firdausi
<b>Notaris / Notary</b>	<b>Rini Yulianti, SH</b> Membantu Perseroan dalam memvalidasi perhitungan suara dalam pengambilan keputusan RUPS. Assisting the Company in validating the vote count in adopting GMS resolutions.

Keputusan dan realisasi RUPS Tahunan 2020 diungkapkan sebagai berikut.

The resolutions and realization of the 2020 Annual GMS are disclosed as follows.

Keputusan Resolutions	Realisasi Realization
<b>Mata Acara 1 / Agenda Item 1</b>	Telah direalisasikan.
<p>1. Menerima dan menyetujui Laporan Tahunan Perseroan, termasuk Laporan Tugas Pengawasan Dewan Komisaris Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2019 serta rencana kerja dan pengembangan Perseroan.</p> <p>Accepting and approving the Company's Annual Report, including the Supervisory Report of the Board of Commissioners of the Company for the fiscal year ending on 31 December 2019 and the Company's work and development plan.</p>	Fully realized.
<p>2. Mengesahkan Laporan Keuangan Konsolidasi 31 Desember 2019 dan untuk tahun yang berakhir pada tanggal tersebut beserta Laporan Auditor Independen yang telah diaudit oleh Kantor Akuntan Publik Husni, Mucharam &amp; Rasidi sebagaimana ternyata dari laporannya No. 00051/2.0082/ AU.1/02/0083-1/1/III/2020 tertanggal 19 Maret 2020 dengan pendapat wajar tanpa pengecualian, serta memberikan pembebasan dan pelunasan sepenuhnya (<i>acquit et de charge</i>) kepada seluruh anggota Dewan Komisaris dan Direksi Perseroan atas tindakan pengurusan dan pengawasan yang telah dilakukan selama tahun buku yang berakhir pada tanggal 31 Desember 2019, sepanjang tindakan-tindakan mereka tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan Konsolidasi 31 Desember 2019 dan untuk tahun yang berakhir pada tanggal tersebut beserta Laporan Auditor Independen.</p> <p>Approving the Consolidated Financial Statements for 31 December 2019 and for the year ended on that date along with the Independent Auditor's Report that had been audited by the Public Accounting Firm Husni, Mucharam &amp; Rasidi as included in its report No. 00051/2.0082/AU.1/02/0083-1/1/III/2020 dated 19 March 2020 with an unqualified opinion, as well as providing <i>acquit et de charge</i> to all members of the Board of Commissioners and Board of Directors of the Company for the management and supervision carried out during the fiscal year ending on 31 December 2019, provided that their actions are reflected in the Annual Report and Consolidated Financial Statements per 31 December 2019 and for the year ending on that date along with the Independent Auditor's Report.</p>	
<b>Mata Acara 2 / Agenda Item 2</b>	Perseroan telah melaksanakan pembayaran dividen pada 8 Juli 2020 kepada para Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham Perseroan ( <i>Recording Date</i> ) tanggal 12 Mei 2020 pukul 16.00 WIB.
<p>1. Menetapkan penyisihan untuk dana cadangan Perseroan sesuai dengan Pasal 70 ayat (1) Undang-Undang Perseroan Terbatas sebesar Rp100.000.000.</p> <p>Determining the allowance for the Company's reserve funds in accordance with Article 70 paragraph (1) of the Limited Liability Company Law in the amount of Rp100,000,000.</p>	The Company already made dividend payments on 8 July 2020 to Shareholders whose names are registered in the Company's Shareholder Register (Recording Date) on 12 May 2020 at 16.00 WIB.
<p>2. Menetapkan pembagian dividen sebesar Rp22.107.641.475,- yang akan dibagikan kepada para Pemegang Saham dalam bentuk dividen tunai sebesar Rp5,23,- per saham, yang namanya tercatat dalam Daftar Pemegang Saham Perseroan pada tanggal 12 Mei 2020 pada pukul 16.00 WIB ("<i>Recording Date</i>"), dengan memperhatikan peraturan PT Bursa Efek Indonesia untuk perdagangan saham di Bursa Efek Indonesia, dengan catatan bahwa untuk saham Perseroan yang berada dalam penitipan kolektif, berlaku ketentuan:</p> <p>a. <i>Cum Dividen</i> di Pasar Reguler pada tanggal 16 Juni 2020; b. <i>Cum Dividen</i> di Pasar Tunai pada tanggal 18 Juni 2020; c. <i>Ex Dividen</i> di Pasar Reguler pada tanggal 17 Juni 2020; dan d. <i>Ex Dividen</i> di Pasar Tunai pada tanggal 19 Juni 2020.</p> <p>Pembayaran dividen tunai kepada para Pemegang Saham yang berhak akan dilaksanakan selambatnya pada tanggal 8 Juli 2020.</p> <p>Determining the distribution of dividends at Rp22,107,641,475, which will be distributed to Shareholders, in the form of cash dividends of Rp5.23 per share, whose names are registered in the Company's Shareholders Register on 12 May 2020 at 16.00 WIB (Recording Date) with due observance to the regulations of PT Bursa Efek Indonesia for trading shares on Indonesia Stock Exchange with a note that for the Company's shares which are in collective custody, the following conditions shall apply:</p> <p>a. <i>Cum Dividend</i> in Regular Market 16 June 2020; b. <i>Cum Dividend</i> in Cash Market 18 June 2020; c. <i>Ex Dividend</i> in Regular Market 17 June 2020; and d. <i>Ex Dividend</i> in Cash Market 19 June 2020.</p> <p>Payment of cash Dividends to entitled Shareholders will be made no later than 8 July 2020.</p>	
<p>3. Menetapkan sisa laba bersih tahun berjalan untuk tahun buku yang berakhir pada tanggal 31 Desember 2019 sebesar USD4.199.669 dicatat sebagai laba yang ditahan oleh Perseroan atau <i>retained earnings</i>.</p> <p>Determining the remaining net income for the current year for the fiscal year ending on 31 December 2019 at USD4,199,669 to be recorded as retained earnings of the Company.</p>	
<p>4. Memberikan kuasa kepada Direksi Perseroan untuk melaksanakan segala sesuatunya sehubungan dengan pembagian dividen tersebut di atas sesuai dengan peraturan perundang-undangan yang berlaku.</p> <p>Granting power of attorney to the Company's Board of Directors to carry out anything related to the distribution of dividends as referred to above in accordance with the applicable laws and regulations.</p>	





Keputusan Resolutions	Realisasi Realization
<p><b>Mata Acara 3 / Agenda Item 3</b> Mendelegasikan wewenang kepada Dewan Komisaris Perseroan untuk menunjuk kantor akuntan publik yang terdaftar di Otoritas Jasa Keuangan yang akan mengaudit buku Perseroan tahun buku 2020 dan pemberian wewenang kepada Dewan Komisaris Perseroan untuk menetapkan kriteria kantor akuntan publik yang akan mengaudit Laporan Keuangan Perseroan untuk tahun buku 2020 tersebut sesuai dengan ketentuan yang berlaku, serta memberikan wewenang kepada Direksi Perseroan untuk menetapkan honorarium dan persyaratan lainnya bagi kantor akuntan publik tersebut.</p> <p>Delegating authority to the Board of Commissioners of the Company to appoint a public accounting firm registered in the Financial Services Authority to audit the Company books for the 2020 fiscal year and authority to the Board of Commissioners of the Company to determine the criteria of a public accounting firm that will audit the Company's Financial Statements for the 2020 fiscal year in accordance with the applicable provisions, as well as authority to the Board of Directors of the Company to determine the honorarium and other requirements for the public accounting firm.</p>	<p>Perseroan telah menunjuk Kantor Akuntan Publik Husni, Wibawa &amp; Rekan (sebelumnya bernama Kantor Akuntan Publik Husni, Mucharam &amp; Rasidi) untuk mengaudit Laporan Keuangan.</p> <p>The Company has appointed Public Accounting Firm Husni, Wibawa &amp; Rekan (was Public Accounting Firm Husni, Mucharam &amp; Rasidi) to audit the Financial.</p>
<p><b>Mata Acara 4 / Agenda Item 4</b></p> <p>1. Mengangkat Dewan Komisaris dan Direksi Perseroan yang baru terhitung sejak tanggal ditutupnya Rapat ini sampai dengan penutupan Rapat Umum Pemegang Saham Tahunan Perseroan untuk tahun buku 2022 yang akan diselenggarakan pada tahun 2023 menjadi sebagai berikut.</p> <p>Appointing the new members of Company's Board of Commissioners and Board of Directors from the closing of this Meeting until the closing of the Company's Annual General Meeting of Shareholders for the 2022 fiscal year which will be held in 2023 to be as follows.</p> <p><b>Dewan Komisaris / Board of Commissioners</b>                      Komisaris Utama Independen / Independent President Commissioner : M Senang Sembiring                      Komisaris / Commissioner : M Arsjad Rasjid P Mangkuningrat                      Komisaris / Commissioner : Rudiantara                      Komisaris Independen / Independent Commissioner : Rachmad Gobel</p> <p><b>Direksi / Board of Directors</b>                      Direktur Utama / President Director : Djauhar Maulidi                      Direktur / Director : M Oka Lesmana Firdauzi</p> <p>2. Memberikan kuasa dan wewenang dengan hak substitusi kepada Direksi Perseroan untuk melakukan segala tindakan yang diperlukan sehubungan dengan pengangkatan Direksi dan Dewan Komisaris Perseroan tersebut.</p> <p>Granting power and authority with substitution right to the Company's Board of Directors to take all necessary actions in connection with the appointment of Company's Board of Directors and Board of Commissioners.</p> <p>3. Melimpahkan wewenang kepada Dewan Komisaris Perseroan untuk menentukan gaji dan tunjangan lainnya dari para anggota Direksi Perseroan.</p> <p>Delegating the authority to the Company's Board of Commissioners to determine the salary and other allowances for members of the Company's Board of Directors.</p> <p>4. Menetapkan gaji atau honorarium dan tunjangan bagi Dewan Komisaris Perseroan sama dengan tahun sebelumnya atau dilakukan penyesuaian apabila hal tersebut perlu disesuaikan dengan rekomendasi dari Komite Nominasi, Remunerasi, dan GCG untuk selanjutnya ditetapkan oleh Dewan Komisaris.</p> <p>Approving the salary and allowances for the Company's Board of Commissioners which are the same as those of previous year or, if necessary, shall be adjusted to the recommendations from the Nomination, Remuneration, and GCG Committee to subsequently be determined by the Board of Commissioners.</p>	<p>Dewan Komisaris dan Direksi yang diangkat kembali telah menjalankan tugas dan tanggung jawabnya seperti sebelumnya. Selain itu, Dewan Komisaris telah menentukan besaran remunerasi yang diterima oleh Dewan Komisaris dan Direksi Perseroan.</p> <p>The re-appointed Board of Commissioners and Board of Directors have carried out their duties and responsibilities as previously. Moreover, the Board of Commissioners has determined the remuneration amount received by the Company's Board of Commissioners and Board of Directors.</p>
<p><b>Mata Acara 5 / Agenda Item 5</b></p> <p>1. Menyetujui dilaksanakannya perubahan Pasal 3 Anggaran Dasar Perseroan untuk disesuaikan dengan kode kegiatan usaha Perseroan berdasarkan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI 2017). Serta penyesuaian Anggaran Dasar Perseroan dengan Peraturan Otoritas Jasa Keuangan Republik Indonesia No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka dan guna pelaksanaan tindakan tersebut, memberikan kuasa serta wewenang kepada Direksi Perseroan melakukan pengubahan dan penyesuaian dimaksud serta tindakan-tindakan lainnya yang dipandang perlu agar dapat memenuhi ketentuan Peraturan Otoritas Jasa Keuangan 15.</p> <p>Approved the implementation of amendments to Article 3 of the Company's Articles of Association to be adjusted to the Company's business code according to Indonesian Standard Industrial Classification (KBLI 2017). In addition, the adjustment of the Company's Articles of Association to the Financial Services Authority Regulation of the Republic of Indonesia No. 15/POJK.04/2020 on Planning and Holding General Meeting of Shareholders of Public Companies and in order to execute these actions, power and authority are granted to the Company's Board of Directors to make such changes and adjustments as well as other actions deemed necessary in order to comply with the provisions of Financial Services Authority Regulation No. 15.</p> <p>2. Memberikan kuasa dan wewenang kepada Direksi Perseroan dengan hak substitusi untuk melakukan segala tindakan yang diperlukan dan/atau disyaratkan sehubungan dengan pengubahan dan penyusunan kembali Anggaran Dasar Perseroan tersebut termasuk tetapi tidak terbatas untuk menyatakan kembali keputusan tersebut, baik sebagian maupun seluruhnya dalam bentuk akta notaris, menghadap di hadapan notaris, mengajukan serta menandatangani semua permohonan dan dokumen lainnya yang diperlukan sesuai dengan peraturan dan perundang-undangan yang berlaku, seluruhnya tanpa ada yang dikecualikan.</p> <p>Granting power and authority to the Company's Board of Directors with the right of substitution to take all necessary and/or required actions relevant to the amendments and rearrangement of the Company's Articles of Association including but not limited to restating the decisions, either partially or completely in the form of notarial deed, drawn before a notary public, submitting and signing all applications and other required documents in accordance with the prevailing laws and regulations, without exception.</p>	<p>Telah direalisasikan.</p> <p>Fully realized.</p>

Keputusan dan realisasi RUPS Luar Biasa 2020 diungkapkan sebagai berikut.

The resolutions and realization of the 2020 Extraordinary GMS are disclosed as follows.

Keputusan Resolutions	Realisasi Realization
<p>1. Menyetujui pembelian kembali saham Perseroan dengan jumlah sebanyak-banyaknya sebesar 10% dari modal ditempatkan dan disetor Perseroan atau maksimum sebanyak 422.708.250 saham termasuk hal-hal lainnya sehubungan dengan pembelian kembali saham Perseroan tersebut.</p> <p>Approving the Company's buyback shares with a maximum amount of 10% of Company's issued and paid-up capital or a maximum of 422,708,250 shares including other matters related to the repurchase of Company's shares.</p>	<p>Belum terealisasi.</p> <p>Not yet realized.</p>
<p>2. Memberikan wewenang dan kuasa kepada Dewan Komisaris dan/atau Direksi Perseroan untuk melakukan segala tindakan yang diperlukan sehubungan dengan pelaksanaan pembelian kembali saham Perseroan.</p> <p>Grant authority and power to Company's Board of Commissioners and/or the Board of Directors to take all necessary actions in connection with the implementation of Company's buyback.</p>	

## Dewan Komisaris Board of Commissioners

Dewan Komisaris merupakan organ yang melakukan pengawasan, memberikan nasihat kepada Direksi terkait pengelolaan perusahaan, dan bertanggung jawab atas penerapan GCG di perusahaan agar berjalan efektif dan berkelanjutan. Namun demikian, Dewan Komisaris tidak dapat terlibat dalam pengambilan keputusan terkait aktivitas bisnis Perseroan.

The Board of Commissioners is an organ that supervises and provides advice to the Board of Directors regarding the Company's management and is responsible for ensuring effective and sustainable GCG implementation. However, the Board of Commissioners is not allowed to be involved in making decisions regarding the Company's business activities.

### Pedoman Kerja

Pedoman serta tata tertib kerja Dewan Komisaris Perseroan tercantum dalam Anggaran Dasar. Pedoman dan tata tertib disusun berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas dan telah diselaraskan dengan Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.

### Board Manual

The board manual and code of conduct for the Company's Board of Commissioners are listed in the Articles of Association. The board manual and code of conduct are prepared based on Law No. 40 of 2007 on Limited Liability Company, and has been aligned with the Financial Services Authority Regulation No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuer or Public Companies.

### Komposisi dan Keberagaman

#### Komposisi

Informasi terkait komposisi Dewan Komisaris Perseroan per 31 Desember 2021 dapat dilihat pada bagian Profil Dewan Komisaris bab Profil Perusahaan dalam Laporan Tahunan ini.

### Composition and Diversity

#### Composition

Information on composition of Board of Commissioners per 31 December 2021, can be seen in the Board of Commissioners' Profile section in the Company Profile chapter of this Annual Report.

#### Keberagaman

Komposisi Dewan Komisaris ditetapkan berdasarkan peraturan perundang-undangan yang berlaku, serta memperhatikan keberagaman pendidikan, pengalaman kerja, dan usia. Informasi terkait keberagaman komposisi Dewan Komisaris diungkapkan sebagai berikut.

#### Diversity

The composition of the Board of Commissioners is determined based on the applicable laws and regulations, and considers the diversity of education, work experience, and age. Information related to the diversity of the Board of Commissioners' composition is disclosed as follows.



Aspek Keberagaman Diversity Aspect	Penjelasan Explanation	
Pendidikan Education	Latar belakang pendidikan Dewan Komisaris beragam, mulai dari Sarjana maupun <i>Magister</i> dengan kompetensi bidang ekonomi, administrasi bisnis, statistika, <i>computer engineering</i> , manajemen, dan <i>international trade science</i> . Selain itu, terdapat pula anggota Dewan Komisaris yang mengikuti berbagai <i>executive program</i> di beberapa universitas di Asia dan Amerika Serikat.  The educational background of the Board of Commissioners varies, ranging from Bachelors and Masters with competencies in economics, business administration, statistics, computer engineering, management, and international trade sciences. In addition, there are also members of the Board of Commissioners who participate in various executive programs at several universities in Asia and the United States.	<p><b>Komposisi Dewan Komisaris telah memenuhi unsur keberagaman, yaitu perpaduan dari sisi pendidikan, pengalaman kerja, dan usia.</b></p> <p>The composition of Board of Commissioners has fulfilled the element of diversity, which is a combination of education, work experience, and age.</p>
Pengalaman Kerja Work Experience	Pihak yang ditunjuk sebagai anggota Dewan Komisaris berasal dari profesional, baik dari industri yang sejenis dengan Perseroan ataupun di luar industri energi dan gas.  Parties appointed as members of the Board of Commissioners are from professionals, either from industries similar to the Company or outside the energy and gas industry.	
Usia Age	Rata-rata usia Dewan Komisaris berada pada usia yang memungkinkan seseorang untuk terus bekerja dan berkarya, yaitu antara 52-70 tahun.  The average age of members of Board of Commissioners which allow them to continue working is between 52-70 years old.	

## Komisaris Independen

Sesuai ketentuan Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014, setiap perusahaan terbuka diwajibkan memiliki Komisaris Independen setidaknya 30% dari jumlah seluruh Dewan Komisaris. Saat ini, 2 dari 4 anggota Dewan Komisaris Perseroan merupakan Komisaris Independen. Dengan demikian, ketentuan tersebut telah terpenuhi.

Pihak yang ditunjuk sebagai Komisaris Independen telah memenuhi kriteria pengangkatan sebagai berikut.

## Independent Commissioner

As per the provisions of the Financial Services Authority Regulation No. 33/POJK.04/2014, every public company is required to have an Independent Commissioner of at least 30% of the total number of the Board of Commissioners. Currently, 2 of 4 members of the Company's Board of Commissioners are Independent Commissioners. Thus, these requirements have been met.

The parties appointed as Independent Commissioners have fulfilled the following appointment criteria.

Kriteria Komisaris Independen Criteria of Independent Commissioner	M Senang Sembiring*)	Rachmad Gobel
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen pada periode berikutnya.  Not being employed nor having the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 months, except for re-appointment as Independent Commissioner in the next period.	✓	✓
Tidak mempunyai saham, baik langsung maupun tidak langsung pada Perseroan.  Not possessing any shares, either directly or indirectly of the Company.	✓	✓
Tidak mempunyai hubungan afiliasi dengan Perseroan, baik anggota Dewan Komisaris, anggota Direksi, Pemegang Saham Utama/Saham Mayoritas atau Pemegang Saham Pengendali Perseroan.  Not having affiliation relationship with the Company, members of Board of Commissioners, members of Board of Directors, Main/Majority Shareholders or Controlling Shareholders.	✓	✓
Tidak mempunyai hubungan usaha, baik langsung maupun tidak langsung, yang berkaitan dengan kegiatan usaha Perseroan.  Not having business relationship, either directly or indirectly, related to the Company's business activities.	✓	✓

✓= Ya / Yes x= Tidak / No

\*) Meninggal dunia pada 4 Juli 2021. / Passed away on 4 July 2021.

## Independensi

Perseroan menjamin setiap anggota Dewan Komisaris bertindak independen dan tidak terlibat dalam segala bentuk benturan kepentingan yang dapat mengganggu pelaksanaan tugas dan tanggung jawabnya. Dewan Komisaris senantiasa bekerja secara profesional, penuh kesungguhan, serta mengedepankan kepentingan perusahaan dan para pemangku kepentingan.

## Independency

The Company guarantees that each member of the Board of Commissioners acts independently and is not involved in any form of conflict of interest that may interrupt the implementation of duties and responsibilities. The Board of Commissioners always works professionally, fully, and prioritizes the interests of the Company and its stakeholders.

## Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Dewan Komisaris beserta realisasi program kerja selama tahun 2021 dijelaskan sebagai berikut.

## Duties and Responsibilities

The duties and responsibilities of the Board of Commissioners and the realization of its work program throughout 2021 are described as follows.

Tugas dan Tanggung Jawab Duties and Responsibility	Realisasi Program Kerja 2021 Realization of 2021 Work Plan
<p>Memantau kinerja dan memberi nasihat kepada Direksi terkait pengelolaan Perseroan.</p> <p>Monitoring performance and providing advice to the Board of Directors regarding the management of the Company.</p>	<p>Dewan Komisaris telah melakukan pengawasan terhadap upaya pengelolaan dan pengembangan Perseroan oleh Direksi. Pengawasan yang dilakukan antara lain terkait pengembangan usaha di wilayah baru, pengembangan portofolio usaha, pencarian mitra strategis, pencarian sumber dana yang kompetitif, serta pengelolaan operasional. Selain itu, Dewan Komisaris juga telah memantau kinerja dan memberi nasihat kepada Direksi melalui rapat yang diadakan sebanyak 4 kali.</p> <p>The Board of Commissioners has supervised the Company's management and development efforts by the Board of Directors. The supervision was carried out on business development in new areas, development of business portfolios, search for strategic partners, search for competitive funding sources, and operational management. In addition, the Board of Commissioners has also monitored performance and provided advice to the Board of Directors through meetings held for 4 times.</p>
<p>Meninjau Laporan Keuangan, Rencana Tahunan, dan Anggaran Perseroan.</p> <p>Reviewing the Company's Financial Statements, Annual Plans, and Budgets.</p>	<p>Berdasarkan hasil pengawasan, Dewan Komisaris telah meninjau Laporan Keuangan, serta Rencana Tahunan dan Anggaran Perseroan. Dewan Komisaris, melalui Komite Audit, telah melakukan pengawasan pada penyusunan Laporan Keuangan Perseroan oleh akuntan publik.</p> <p>Based on the supervision results, the Board of Commissioners has reviewed the Company's Financial Statements, as well as the Annual Plan and Budget. The Board of Commissioners, through the Audit Committee, has supervised the preparation of the Company's Financial Statements by public accountants.</p>
<p>Menentukan remunerasi Direksi.</p> <p>Determining Board of Directors' remuneration.</p>	<p>Berdasarkan keputusan RUPS Tahunan tanggal 27 April 2021, Dewan Komisaris bersama Komite Nominasi, Remunerasi, dan GCG telah menetapkan besaran remunerasi bagi Direksi yang penetapannya dipertimbangkan melalui pencapaian kinerja Perseroan.</p> <p>Based on the Annual GMS resolutions dated 27 April 2021, the Board of Commissioners together with the Nomination, Remuneration, and GCG Committee has determined the remuneration amount for Board of Directors in which its determination is considered through the Company's performance achievement.</p>
<p>Mempersiapkan Laporan Pengawasan Perseroan dan melaporkannya pada RUPS Tahunan.</p> <p>Preparing the Company Supervisory Report and submitting it at the Annual GMS.</p>	<p>Dewan Komisaris telah mempersiapkan Laporan Pengawasan Perseroan dan telah menyampaikan kepada Pemegang Saham dalam agenda RUPS Tahunan pada 27 April 2021. Pengawasan yang dilaksanakan meliputi pengembangan usaha di daerah baru, pengembangan portofolio usaha, pencarian mitra strategis, pencarian sumber dana baru yang kompetitif, dan pengelolaan operasional.</p> <p>The Board of Commissioners has prepared the Company's Supervisory Report and submitted it to the Shareholders in the Annual GMS agenda on 27 April 2021. The supervision was carried out on business development in new regions, development of business portfolios, search for strategic partners, search for new competitive funding sources, and operational management.</p>
<p>Melaksanakan keputusan RUPS Tahunan dan melaporkannya pada RUPS Tahunan berikutnya.</p> <p>Implementing the Annual GMS resolutions and reporting them at the next Annual GMS.</p>	<p>Dewan Komisaris telah melaksanakan semua keputusan RUPS Tahunan yang dilaksanakan pada 27 April 2021 dan akan melaporkannya pada RUPS Tahunan berikutnya.</p> <p>The Board of Commissioners has implemented all the resolutions of the Annual GMS held on 27 April 2021 and will report it at the next Annual GMS.</p>

## Rapat

Rapat internal Dewan Komisaris wajib diselenggarakan sekurang-kurangnya 6 kali dalam setahun atau disesuaikan dengan kebutuhan Perseroan. Sepanjang 2021, Dewan Komisaris mengadakan rapat sebanyak 6 kali dengan tingkat kehadiran sebagai berikut.

## Meetings

Internal meetings of the Board of Commissioners shall be held at least 6 times a year or adjusted to the Company's needs. Throughout 2021, the Board of Commissioners held 6 meetings with the following attendance rate.

Nama Name	Jabatan Position	Total Rapat Number of Meet-ings	Kehadiran Attendance	Tingkat Kehadiran Total Attendance (%)
M Senang Sembiring <sup>*)</sup>	Komisaris Utama Independen President Independent Commissioner	3	3	100.00
M Arsjad Rasjid P M	Komisaris Commissioner	6	5	83.33
Rachmad Gobel	Komisaris Independen Independent Commissioner	6	5	83.33
Rudiantara	Komisaris Commissioner	6	6	100.00

<sup>\*)</sup>Meninggal dunia pada 4 Juli 2021. / Passed away on 4 July 2021.



### Agenda Rapat

Rapat internal Dewan Komisaris tahun 2021 secara umum membahas tentang persetujuan-persetujuan yang telah dan akan diberikan oleh Dewan Komisaris sehubungan dengan kebijakan dan strategi yang dijalankan oleh Direksi.

### Meetings Agenda

In general, the Board of Commissioners' internal meetings in 2021 discussed the approvals that were and will be given by the Board of Commissioners in connection with the policies and strategies implemented by the Board of Directors.

## Program Orientasi dan Pengembangan Kompetensi

Melalui Sekretaris Perusahaan, Perseroan menyelenggarakan program orientasi bagi anggota Dewan Komisaris yang baru pertama kali menjabat, bersamaan dengan pelaksanaan rapat Dewan Komisaris dan Direksi beserta jajaran Manajemen. Anggota Dewan Komisaris baru diberi pemahaman umum mengenai Perseroan dalam waktu singkat sehingga yang bersangkutan dapat menjalankan tugas sebaik-baiknya. Pada tahun 2021, Perseroan tidak menyelenggarakan program ini karena tidak terdapat anggota Dewan Komisaris baru.

Selain itu, Perseroan memfasilitasi pelaksanaan program pengembangan kompetensi bagi anggota Dewan Komisaris, baik berupa pelatihan, seminar, konferensi, dan *workshop*, guna memperluas wawasan akan perkembangan dunia usaha. Program tersebut dilaksanakan sesuai dengan rencana pelaksanaan program peningkatan kompetensi yang dimuat pada Rencana Kerja dan Anggaran Dewan Komisaris. Pada tahun 2021, pengembangan kompetensi Dewan Komisaris Perseroan dilaksanakan secara mandiri melalui media buku dan informasi digital.

## Orientation and Competency Development Program

Through the Corporate Secretary, the Company organizes an orientation program for members of the Board of Commissioners who are serving for the first time, which is held at the same time as the meetings of the Board of Commissioners and Board of Directors as well as the Management. A general understanding of the Company is provided for the new members of the Board of Commissioners in a short time so that they can carry out their duties as appropriately as possible. In 2021, the Company did not hold this program since there were no new members of the Board of Commissioners.

Furthermore, the Company facilitates the implementation of competency development programs for members of the Board of Commissioners, in the form of training, seminars, conferences, and workshops, in order to broaden their knowledge on business development. The program is implemented following the plans of the competency development programs set in the Work Plan and Budget for the Board of Commissioners. In 2021, the competency development of the Company's Board of Commissioners will be carried out independently through the media of books and digital information.

## Direksi Board of Directors

Direksi merupakan pihak yang bertanggung jawab penuh atas pengelolaan Perseroan demi terwujudnya kepentingan dan tujuan perusahaan. Masing-masing anggota Direksi melaksanakan tugas dan tanggung jawab sesuai dengan pembagian tugas yang telah ditetapkan.

The Board of Directors is the party fully responsible for the Company's management in realizing the Company's interests and goals. Each member of the Board of Directors carries out duties and responsibilities in accordance with the assigned tasks.

## Pedoman Kerja

Pedoman serta tata tertib kerja Direksi Perseroan tercantum dalam Anggaran Dasar. Pedoman dan tata tertib disusun berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas dan juga mengikuti Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.

## Komposisi dan Keberagaman

### Komposisi

Informasi terkait komposisi Direksi Perseroan per 31 Desember 2021 dapat dilihat pada bagian Profil Direksi bab Profil Perusahaan dalam Laporan Tahunan ini.

### Keberagaman

Komposisi Direksi ditetapkan berdasarkan peraturan perundang-undangan yang berlaku, serta memperhatikan keberagaman pendidikan, pengalaman kerja, dan usia. Informasi terkait keberagaman komposisi Direksi sebagai berikut.

Aspek Keberagaman Diversity Aspect	Penjelasan Explanation	
Pendidikan Education	Latar belakang pendidikan Direksi beragam, mulai dari Sarjana hingga Master dengan kompetensi di bidang, ekonomi, administrasi bisnis, dan akuntansi. The educational background of the Board of Directors varies from Bachelor to Master with competencies in economics, business administration, and accounting.	<p><b>Komposisi Direksi telah memenuhi unsur keberagaman, yaitu perpaduan dari sisi pendidikan, pengalaman kerja, dan usia.</b></p> <p>The composition of Board of Directors has fulfilled the elements of diversity, which is a combination of education, work experience, and age.</p>
Pengalaman Kerja Work Experience	Pihak yang ditunjuk sebagai anggota Direksi berasal dari profesional, baik dari industri yang sejenis dengan Perseroan ataupun di luar industri energi dan gas. Parties appointed as members of the Board of Directors are from professionals, either from industries similar to the Company or outside the energy and gas industry.	
Usia Age	Rata-rata usia Direksi berada pada usia yang memungkinkan seseorang untuk terus bekerja dan berkarya, yaitu antara 45-52 tahun. The average age of members of Board of Directors allows them to continue working and performing, which is between 45-52 years old.	

## Independensi

Perseroan menjamin setiap anggota Direksi bertindak independen dan tidak terlibat dalam segala bentuk benturan kepentingan yang dapat mengganggu pelaksanaan tugas dan tanggung jawabnya. Direksi senantiasa bekerja secara profesional, penuh kesungguhan, serta mengedepankan kepentingan perusahaan dan para pemangku kepentingan.

## Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Direksi beserta realisasi program kerja selama tahun 2021 dijelaskan sebagai berikut.

## Board Manual

The board manual and code of conduct for the Company's Board of Directors are listed in the Articles of Association. The board manual and code of conduct are prepared based on Law No. 40 of 2007 on Limited Liability Company and also the Financial Services Authority Regulation No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuers or Public Companies.

## Composition and Diversity

### Composition

Information on composition of Board of Directors per 31 December 2021, can be seen in the Board of Directors' Profile section in the Company Profile chapter of this Annual Report.

### Diversity

The composition of the Board of Directors is determined based on the applicable laws and regulations, and considers the diversity of education, work experience, and age. Information related to the diversity of the Board of Directors' composition is disclosed as follows.

## Independency

The Company guarantees that each member of the Board of Directors acts independently and is not involved in any form of conflict of interest that may interrupt the implementation of duties and responsibilities. The Company's Board of Directors always works professionally, fully, and prioritizes the interests of the Company and its stakeholders.

## Duties and Responsibilities

The duties and responsibilities of the Board of Directors and the realization of its work program throughout 2021 are described as follows.



Nama dan Bidang Tugas Name and Field of Duty	Tugas dan Tanggung Jawab Duties and Responsibility	Realisasi Program Kerja 2021 Realization of 2021 Work Plan
<p><b>Djauhar Maulidi</b> Direktur Utama</p> <p>President Director</p>	<p>Mewakili Perseroan dalam memimpin, mengawasi, dan menjamin penyelenggaraan usaha untuk kepentingan Perseroan sesuai tujuan yang telah ditetapkan, serta bertanggung jawab atas bidang hukum, dan kepatuhan, pengendalian internal, serta Sekretaris Perusahaan.</p> <p>Representing the Company in leading, supervising, and guaranteeing the conduct of business for the interests of the Company in accordance with the specified objectives, and is responsible for the legal sector, and compliance, internal control, and the Corporate Secretary.</p>	<ul style="list-style-type: none"> <li>• Memimpin, mengoordinasi, membina, serta mengawasi kinerja masing-masing unit kerja yang ada di Perseroan;</li> <li>• Melaksanakan pengelolaan Perseroan secara bertanggung jawab serta sesuai dengan prinsip-prinsip GCG dan peraturan perundang-undangan lainnya; serta</li> <li>• Pada tahun 2021, Perseroan tidak terlibat dalam suatu permasalahan hukum, baik perdata maupun pidana, sehingga Direksi tidak mewakili Perseroan di dalam atau di luar pengadilan. Namun demikian, dengan bantuan Sekretaris Perusahaan, Direksi selalu menjaga hubungan baik dengan pihak manapun, baik regulator, Pemegang Saham, mitra kerja, atau para pemangku kepentingan lainnya.</li> <li>• Leading, coordinating, developing, and overseeing the performance of each work unit in the Company;</li> <li>• Managing the Company responsibly in accordance with GCG principles and other laws and regulations; and</li> <li>• In 2021, the Company was not involved in any legal matters, both civil and criminal, and thus, the Board of Directors did not represent the Company in or outside the court. However, with the assistance of the Corporate Secretary, the Board of Directors always maintains good relationship with any party, whether regulators, shareholders, business partners, or other stakeholders.</li> </ul>
<p><b>M Oka Lesmana Firdausi</b> Direktur Keuangan dan Business Support</p> <p>Director of Finance and Business Support</p>	<p>Menyusun kebijakan, merencanakan, mengelola, dan mengendalikan kegiatan keuangan, akuntansi, perpajakan, dan perbendaharaan Perseroan, serta kegiatan pengadaan, administrasi umum, pengembangan sumber daya manusia, teknologi informasi, kesehatan dan keselamatan kerja, serta tanggung jawab sosial perusahaan.</p> <p>Developing policies, planning, managing and controlling the Company's financial, accounting, taxation and treasury activities, as well as procurement, general administration, human resource development, information technology, occupational health and safety, and corporate social responsibility activities.</p>	<ul style="list-style-type: none"> <li>• Memastikan penyampaian Laporan Keuangan Triwulanan dan Tahunan Perseroan telah dilakukan secara tepat waktu dan sesuai dengan ketentuan yang berlaku;</li> <li>• Memastikan kesesuaian antara rencana anggaran dan realisasi program kerja;</li> <li>• Mengatur ketentuan terkait SDM Perseroan, termasuk gaji, promosi, pelatihan, jaminan kesehatan dan lainnya;</li> <li>• Menelaah dan memutuskan promosi, mutasi, pemutusan hubungan kerja, dan pemberian sanksi pelanggaran lainnya yang diusulkan oleh Departemen <i>Human Resources</i>; dan</li> <li>• Memastikan pendanaan yang diperlukan perusahaan untuk pengembangan kegiatan bisnis dapat terpenuhi, termasuk juga pemenuhan tugas terkait pengembangan SDM, TI, dan CSR Perseroan.</li> <li>• Ensuring that the Company's Quarterly and Annual Financial Statements have been submitted in a timely manner and in accordance with the applicable regulations;</li> <li>• Ensuring compatibility between budget plans and work program realization;</li> <li>• Arranging provisions related to the Company's human resources, including salaries, promotions, training, health insurance, and others;</li> <li>• Reviewing and deciding promotion, transfer, termination of employment, and sanctions for other violations proposed by the Human Resources Department; and</li> <li>• Ensuring that the funding needed by the Company to develop its business activities is fulfilled, including the fulfillment of duties related to the development of the Company's HR, IT, and CSR.</li> </ul>
<p><b>Sumantri Suwarno*</b> Direktur Pengembangan Usaha</p> <p>Director of Business Development</p>	<p>Menentukan arah pengembangan usaha Perseroan.</p> <p>Determine the directions of the Company business development.</p>	<ul style="list-style-type: none"> <li>• Menyusun rencana dan strategi bisnis operasional Perseroan untuk tahun 2021;</li> <li>• Mengupayakan tercapainya kerja sama dan kemitraan strategis yang baru; dan</li> <li>• Melakukan identifikasi dan mengelola risiko serta menyusun strategi pengendalian risiko bersama dengan Unit Audit Internal.</li> <li>• Preparing the Company's operational business plans and strategies in 2021;</li> <li>• Making efforts to achieve new strategic partnerships and cooperation; and</li> <li>• Identifying and managing risks and developing risk control strategies together with the Internal Audit Unit.</li> </ul>

\* Menjabat sejak ditutupnya RUPS Luar Biasa pada 27 April 2021. / Serving the position since the closing of the Extraordinary GMS dated 27 April 2021.

## Rapat

### Rapat Internal Direksi

Rapat internal Direksi diselenggarakan setiap hari rabu atau sewaktu-waktu jika diperlukan. Selain itu, setiap sebulan sekali, Direksi mengadakan rapat dengan para pimpinan dan masing-masing unit bisnis untuk mengevaluasi pencapaian bisnis perusahaan dan kinerja masing-masing unit bisnis tersebut.

Rapat Direksi dianggap sah dan berhak mengambil keputusan yang mengikat apabila lebih dari setengah bagian dari jumlah anggota Direksi hadir atau diwakilkan dalam rapat tersebut. Keputusan rapat Direksi harus diambil berdasarkan musyawarah mufakat. Apabila tidak tercapai, maka keputusan diambil dengan pemungutan suara berdasarkan suara setuju paling sedikit lebih dari setengah bagian dari jumlah suara yang dikeluarkan dalam rapat.

## Meetings

### Board of Directors' Internal Meeting

Internal meetings of the Board of Directors are held every Wednesday or at any time if necessary. In addition, every month, the Board of Directors holds a meeting with the leaders and each business unit to evaluate the Company's business achievements and each business unit's performance.

The Board of Directors' meeting is considered valid and has the right to make binding decisions if more than half of the total members of Board of Directors are present or represented at the meeting. Board of Directors' meeting decisions shall be made based on deliberation to reach a consensus. If such decision is not reached, a decision shall be made by voting based on an affirmative vote of more than half of the total votes cast at the meeting.

Nama Name	Jabatan Position	Total Rapat Number of Meetings	Kehadiran Attendance	Tingkat Kehadiran Total Attendance (%)
Djauhar Maulidi	Direktur Utama President Director	32	32	100.00
M Oka Lesmana Firdauzi	Direktur Director	32	32	100.00
Sumantri Suwarno <sup>*)</sup>	Direktur Director	20	20	100.00

<sup>\*)</sup> Menjabat sejak ditutupnya RUPS Luar Biasa pada 27 April 2021. / Serving the position since the closing of the Extraordinary GMS dated 27 April 2021.

#### Agenda Rapat

Rapat internal Direksi tahun 2021 secara umum melakukan pembahasan mengenai pelaksanaan kegiatan usaha terkini, rencana-rencana pengembangan usaha, serta aksi korporasi yang ditargetkan.

#### Meetings Agenda

In general, the Board of Directors' internal meetings in 2021 discussed the implementation of the latest business activities, business development plans, and targeted corporate actions.

#### Rapat Gabungan Direksi dengan Dewan Komisaris

Rapat gabungan Direksi dengan Dewan Komisaris dilaksanakan setidaknya 3 kali dalam setahun guna membahas berbagai rencana dan keputusan yang akan diambil terkait pengelolaan operasional Perseroan. Sepanjang tahun 2021, rapat gabungan Direksi dengan Dewan Komisaris dilaksanakan sebanyak 4 kali dengan tingkat kehadiran sebagai berikut.

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

Joint meetings between the Board of Directors and the Board of Commissioners are held at least 3 times a year to discuss various plans and decisions to be made regarding the management of the Company. Throughout 2021, the Board of Directors and the Board of Commissioners held 4 joint meetings with the attendance rate as follows.

Nama Name	Jabatan Position	Total Rapat Number of Meetings	Kehadiran Attendance	Tingkat Kehadiran Total Attendance (%)
M Senang Sembiring <sup>*)</sup>	Komisaris Utama Independen Independent President Commissioner	2	2	100.00
M Arsjad Rasjid P M	Komisaris Commissioner	4	3	75.00
Rachmad Gobel	Komisaris Independen Independent Commissioner	4	3	75.00
Rudiantara	Komisaris Commissioner	4	4	100.00
Djauhar Maulidi	Direktur Utama President Director	4	4	100.00
M Oka Lesmana Firdauzi	Direktur Director	4	4	100.00
Sumantri Suwarno <sup>**)</sup>	Direktur Director	4	4	100.00

<sup>\*)</sup> Meninggal dunia pada 4 Juli 2021. / Passed away on 4 July 2021.

<sup>\*\*)</sup> Menjabat sejak ditutupnya RUPS Luar Biasa pada 27 April 2021. / Serving the position since the closing of the Extraordinary GMS dated 27 April 2021.

#### Agenda Rapat Gabungan Direksi dengan Dewan Komisaris

Pada tahun 2021, rapat gabungan Direksi dan Dewan Komisaris secara umum membahas tentang:

1. Penyusunan Laporan Tahunan;
2. Penyusunan Rencana Kerja dan Anggaran Perseroan;
3. Pelaksanaan dan persiapan RUPS dan paparan publik; serta
4. Kinerja Perseroan terkini dan proyek yang sedang berlangsung.

#### Agenda of Joint Meetings between Board of Directors and Board of Commissioners

In 2021, the joint meetings between the Board of Directors and Board of Commissioners generally discussed the following matters:

1. Preparing Annual Report;
2. Preparing the Company's Work Plan and Budget;
3. Holding and preparing the GMS and public exposure; and
4. Company's recent performance and ongoing projects.





## Program Orientasi dan Pengembangan Kompetensi

Melalui Sekretaris Perusahaan, Perseroan menyelenggarakan program orientasi bagi anggota Direksi yang baru pertama kali menjabat, bersamaan dengan pelaksanaan rapat Dewan Komisaris dan Direksi beserta jajaran Manajemen. Anggota Direksi baru diberi pemahaman umum mengenai Perseroan dalam waktu singkat sehingga yang bersangkutan dapat menjalankan tugas sebaik-baiknya. Pada tahun 2021, Sumantri Suwarno, selaku Direktur Perseroan yang baru, telah mengikuti program orientasi.

Selain itu, Perseroan memfasilitasi pelaksanaan program pengembangan kompetensi bagi anggota Direksi, baik berupa pelatihan, seminar, konferensi, dan *workshop*, guna memperluas wawasan akan perkembangan dunia usaha. Program tersebut dilaksanakan sesuai dengan rencana pelaksanaan program peningkatan kompetensi yang dimuat pada Rencana Kerja dan Anggaran Direksi. Pada tahun 2021, pengembangan kompetensi Direksi Perseroan dilaksanakan secara mandiri melalui media buku dan informasi digital.

## Orientation and Competency Development Program

Through the Corporate Secretary, the Company organizes an orientation program for members of the Board of Directors who are serving for the first time, which is held at the same time as the meetings of the Board of Commissioners and Board of Directors as well as the Management. A general understanding of the Company is provided for the new members of the Board of Directors in a short time so that they can carry out their duties as appropriately as possible. In 2021, Sumantri Suwarno, a new Director of the Company, participated in this orientation program.

Furthermore, the Company facilitates the implementation of competency development programs for members of the Board of Directors, in the form of training, seminars, conferences, and workshops, in order to broaden their knowledge on business development. The programs are implemented following the plans of the competency development programs set in the Work Plan and Budget for the Board of Directors. In 2021, the competency development of the Company's Board of Commissioners will be carried out independently through the media of books and digital information.

## Penilaian Kerja Organ Perseroan Performance Assessment of the Company's Organs

### Prosedur

Perseroan secara berkala melakukan penilaian terhadap organ perusahaan, seperti:

1. Dewan Komisaris;
2. Organ Pendukung Dewan Komisaris, yaitu Komite Audit serta Komite Nominasi, Remunerasi, dan GCG;
3. Direksi; serta
4. Organ Pendukung Direksi, yaitu Sekretaris Perusahaan dan Unit Audit Internal.

### Procedures

The Company regularly evaluates its organs, such as:

1. Board of Commissioners;
2. Supporting Organs of the Board of Commissioners, namely the Audit Committee and the Nomination, Remuneration, and GCG Committee;
3. Board of Directors; as well as
4. Supporting Organs of the Board of Directors, namely the Corporate Secretary and the Internal Audit Unit.

Penilaian Organ Perseroan tersebut dilakukan melalui metode penilaian sendiri (*self-assessment*) yang kemudian disampaikan kepada Pemegang Saham melalui mekanisme RUPS bersamaan dengan penyampaian Laporan Pengawasan Dewan Komisaris serta Laporan Tahunan dan Laporan Keuangan Perseroan.

## Kriteria

Secara umum, kriteria yang digunakan dalam penilaian kinerja Organ Perseroan, meliputi:

1. Tingkat kehadiran dalam rapat, baik internal maupun rapat gabungan;
2. Pencapaian realisasi program kerja;
3. Ketaatan terhadap peraturan perundang-undangan yang berlaku serta kebijakan Perseroan lainnya; dan
4. Komitmen penerapan GCG di Perseroan.

## Pihak yang Melakukan Penilaian

Penilaian kinerja Dewan Komisaris dan Direksi beserta organ pendukungnya dilakukan secara mandiri (*self-assessment*) dengan bantuan Komite Nominasi, Remunerasi, dan GCG. Dewan Komisaris dan Direksi juga diwajibkan untuk menyampaikan Laporan Tugas Pengawasan Dewan Komisaris serta Laporan Tahunan dan Laporan Keuangan Perseroan kepada Pemegang Saham sebagai pihak yang melakukan penilaian terhadap kedua organ tersebut. Dewan Komisaris dan Direksi juga secara berkala melakukan penilaian terhadap masing-masing organ pendukungnya melalui pelaksanaan rapat internal.

## Hasil Penilaian

Hasil penilaian kinerja tahun 2021 menunjukkan bahwa Dewan Komisaris, Direksi, dan organ pendukung lainnya telah melaksanakan tugas dan tanggung jawabnya dengan baik serta telah mencapai target yang ditentukan oleh Perseroan. Pencapaian tersebut bisa dilihat dengan adanya peningkatan kualitas kerja dari setiap bidang perusahaan.

The assessment of the Company's Organs is carried out through a self-assessment method which is then submitted to Shareholders through the GMS mechanism together with the submission of the Board of Commissioners' Supervisory Report and the Company's Annual Report and Financial Statements.

## Criteria

In general, the criteria used in the performance assessment of the Company's Organs include:

1. The attendance level at meetings, both internal and joint meetings;
2. Achievement of work program realization;
3. Adherence to the applicable laws and regulations as well as other Company policies; and
4. Commitment to implementing GCG in the Company.

## Assessor

The performance assessment of the Board of Commissioners and Board of Directors along with their supporting organs is implemented by self-assessment with the assistance of the Nomination, Remuneration, and GCG Committee. The Board of Commissioners and Board of Directors are also required to submit the Board of Commissioners' Supervisory Report as well as the Company's Annual Report and Financial Statements to the Shareholders as assessors for the two organs. In addition, the Board of Commissioners and Board of Directors periodically evaluate each of its supporting organs through internal meetings.

## Assessment Results

The 2021 performance assessment results show that the Board of Commissioners, Board of Directors, and other supporting organs performed their duties and responsibilities well and achieved the targets set by the Company. This achievement can be seen with an improved quality of work in every area.



# Kebijakan Remunerasi Dewan Komisaris dan Direksi

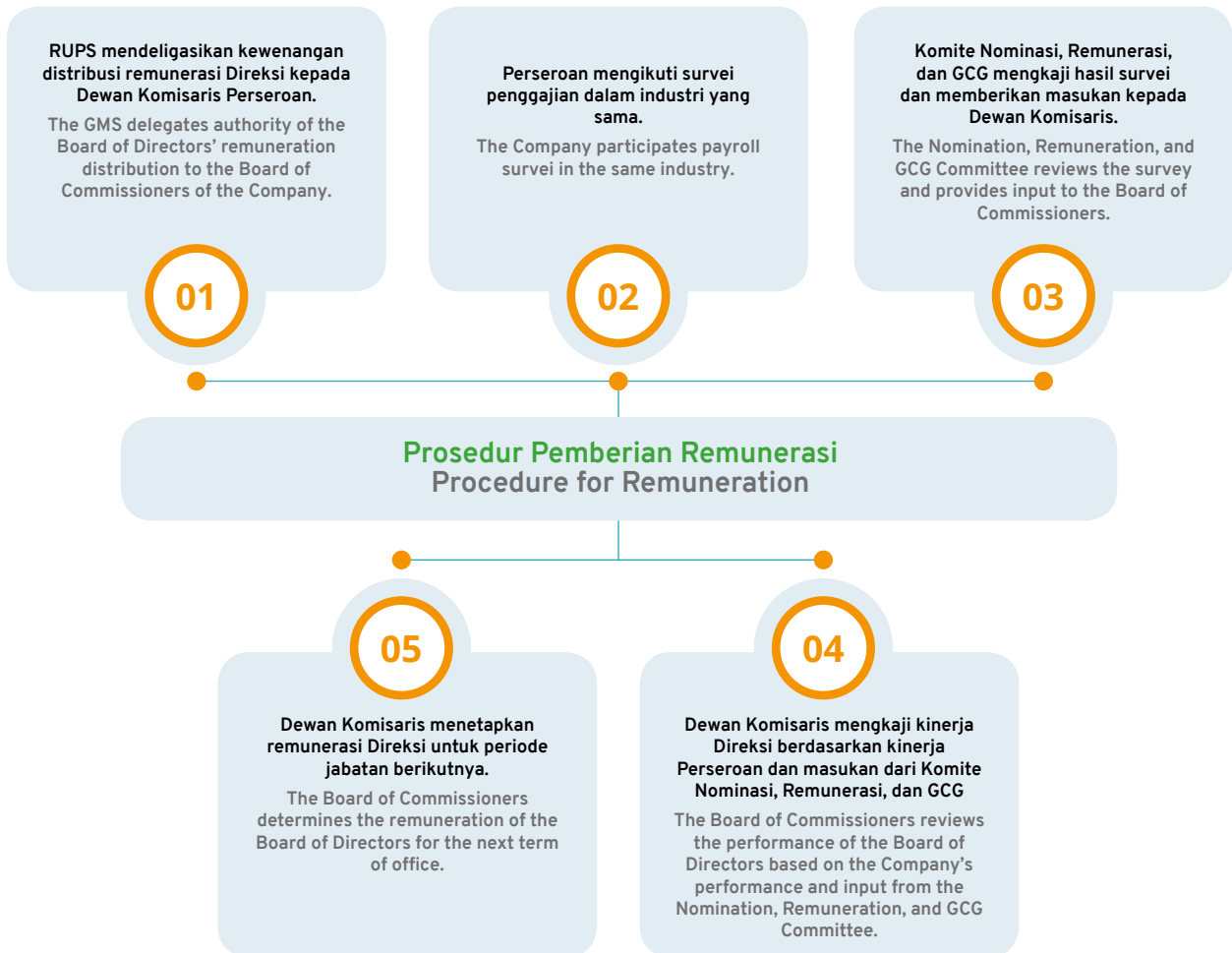
## Remuneration Policy of Board of Commissioners and Board of Directors

### Kebijakan Remunerasi

Penentuan remunerasi Dewan Komisaris dan Direksi telah diatur dalam kebijakan internal Perseroan. Hal yang perlu diperhatikan dalam penentuan remunerasi, yaitu penilaian kinerja masing-masing Dewan Komisaris dan Direksi serta kondisi operasional Perseroan. Penetapan remunerasi ini dilakukan oleh Dewan Komisaris, sebagaimana tertuang dalam keputusan RUPS.

### Remuneration Policy

The determination of the remuneration of the Board of Commissioners and Board of Directors is governed in the Company's internal policy. Things that should be considered in determining such remuneration is the performance assessment of the Board of Commissioners and Board of Directors, and the Company's operational condition. Determining the remuneration is performed by the Board of Commissioners, as stipulated in the GMS resolution.



## Struktur dan Besaran Remunerasi

Remunerasi yang diberikan Perseroan kepada Dewan Komisaris dan Direksi, yaitu:

1. Remunerasi tetap, yang tidak ada kaitannya dengan kinerja dan risiko, yaitu gaji pokok dan kompensasi lainnya; dan
2. Remunerasi variabel, yang ada kaitannya dengan kinerja dan risiko, yaitu bonus.

Besaran remunerasi yang diberikan kepada Dewan Komisaris dan Direksi dalam jangka waktu 2 tahun terakhir disajikan pada tabel berikut.

Uraian Description	Jumlah (orang) Total (person)	Total Total (juta / million Rp)	
		2021	2020
<b>Dewan Komisaris / Board of Commissioners</b>			
Remunerasi Tetap Fixed Remuneration	4**)	3,224	4,215
Remunerasi Variabel*) Variable Remuneration*)			
<b>Direksi / Board of Directors</b>			
Remunerasi Tetap Fixed Remuneration	3	6,795	7,520
Remunerasi Variabel*) Variable Remuneration*)			

\*) Perseroan tidak melaksanakan pembayaran berbasis saham kepada Dewan Komisaris dan Direksi.

\*\*\*) Per 4 Juli 2021, jumlah komisaris menjadi 3 orang dikarenakan wafatnya Komisaris Utama Perseroan.

\*) The Company did not make share-based payments to the Board of Commissioners and Board of Directors.

\*\*\* As of 4 July 2021, the number of commissioners has increased to 3 due to the death of the Company's President Commissioner.

## Komite Audit Audit Committee

Komite Audit dibentuk dengan tujuan untuk membantu Dewan Komisaris dalam melakukan pengawasan terhadap Direksi agar pengelolaan Perseroan senantiasa selaras dengan prinsip-prinsip GCG. Pembentukan Komite Audit ini diharapkan dapat mendorong terbentuknya sistem pengendalian internal dan manajemen risiko yang baik serta meningkatkan keterbukaan dalam pelaporan keuangan.

### Pedoman Kerja

Perseroan telah menyusun Piagam Komite Audit yang merujuk pada Peraturan Otoritas Jasa Keuangan No. 55/POJK.04/2015 tentang Pembentukan dan Pelaksanaan Kerja Komite Audit.

## Remuneration Structure and Amount

Remuneration given by the Company to the Board of Commissioners and Board of Directors includes:

1. Fixed remuneration, which is not related to performance and risk, such as basic salary and other compensation; and
2. Variable remuneration related to performance and risk, such as bonus.

The remuneration amount given to the Board of Commissioners and Board of Directors in the last 2 years is disclosed as follows.

The Audit Committee was established to assist the Board of Commissioners in supervising the Board of Directors, and thus, the management of the Company is always in line with GCG principles. The establishment of the Audit Committee is expected to encourage good internal control system and risk management as well as increase transparency in financial reporting.

### Guidelines

The Company has already prepared an Audit Committee Charter, which refers to the Financial Services Authority Regulation No. 55/POJK.04/2015 on Establishment and Work Implementation of Audit Committee.



## Komposisi dan Independensi

Komposisi Komite Audit ditetapkan berdasarkan Surat Keputusan Dewan Komisaris No. 002/DEKOM RR/X/2011 tanggal 21 Oktober tahun 2011 dengan masa jabatan yang berakhir berdasarkan hasil evaluasi dari Dewan Komisaris. Pihak yang ditunjuk sebagai anggota komite ini telah memenuhi kualifikasi yang ditentukan Perseroan.

Selain itu, Perseroan menjamin independensi masing-masing anggota Komite Audit sebagaimana yang ditunjukkan dalam tabel pemenuhan aspek independensi berikut.

Aspek Independensi Independence Aspect	M Senang Sembiring <sup>*)</sup>	Bambang Hari Wiryantoro	Aryo Wibisono
	Ketua Chairman	Anggota Member	Anggota Member
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi. Does not have financial relationship with the Board of Commissioners and Board of Directors.	✓	✓	✓
Tidak memiliki hubungan kepengurusan dengan Pemegang Saham, Entitas Anak, maupun perusahaan afiliasi. Does not have management relationship with Shareholders, Subsidiaries, and affiliated companies.	✓	✓	✓
Tidak memiliki hubungan kepemilikan saham di Perseroan. Does not have share ownership relationship in the Company.	✓	✓	✓
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau sesama anggota Komite Audit. Does not have family relationship with the Board of Commissioners, Board of Directors, and/or among members of Audit Committee.	✓	✓	✓

✓ = Ya / Yes x = Tidak / No

<sup>\*)</sup>Meninggal dunia pada 4 Juli 2021. / Passed away on 4 July 2021.

## Composition and Independency

The Audit Committee's composition was established based on the Board of Commissioners' Decision Letter No. 002/DEKOM RR/X/2011 dated 21 October 2011 in which the term of office will end based on the evaluation results by the Board of Commissioners. Parties appointed as Committee members have fulfilled the qualifications determined by the Company.

Furthermore, the Company guarantees independence of each member of Audit Committee as shown in the following table of independence aspects.

## Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Komite Audit beserta realisasi program kerja selama tahun 2021 dijelaskan sebagai berikut.

Tugas dan Tanggung Jawab Duties and Responsibility	Realisasi Program Kerja 2021 Realization of 2021 Work Plan
Mengkaji Laporan Keuangan Perseroan. Reviewing the Company's Financial Statements.	Mengkaji Laporan Keuangan Triwulanan dan Tahunan Perseroan tahun buku 2021 serta telah memberikan masukan secara profesional kepada Unit Internal Audit mengenai penyusunan Laporan Keuangan tersebut. Reviewing the Company's Quarterly and Annual Financial Statements for the 2021 fiscal year and providing professional input to the Internal Audit Unit on the preparation of such Financial Statements.
Mengkaji konsistensi Perseroan terhadap peraturan dan perundangan-undangan yang berlaku. Reviewing the Company's consistency with the applicable and laws and regulations.	Melakukan pengawasan terhadap penerapan kegiatan usaha Perseroan agar sesuai dengan peraturan dan ketentuan yang berlaku. Selain itu, Komite Audit memberikan masukan mengenai pemenuhan ketentuan regulator atas setiap tindakan yang diambil Perseroan. Supervising the Company's business activities in order to comply with the applicable regulations and provisions. In addition, the Audit Committee provides input on the fulfillment of regulator's provisions for any actions taken by the Company.
Melakukan penelaahan efektivitas pengendalian internal dan pengelolaan risiko Perseroan. Reviewing the Company's effectiveness on internal control and risk management.	Menjalin kerja sama dengan Unit Internal Audit dalam mengawasi pelaksanaan audit di masing-masing unit. Hasil dari pengawasan tersebut telah disampaikan kepada Dewan Komisaris untuk pengambilan tindakan penyempurnaan pengendalian internal dan penerapan manajemen risiko yang terdapat seluruh aktivitas usaha Perseroan. Collaborating with the Internal Audit Unit in monitoring the audit in each unit. The monitoring results have been submitted to the Board of Commissioners to improve internal control and risk management implementation in all of the Company's business activities.
Membantu Dewan Komisaris dalam menyeleksi akuntan publik. Assisting the Board of Commissioners in selecting public accountant.	Membantu Dewan Komisaris untuk mengevaluasi kinerja akuntan publik serta kantor akuntan publik tahun 2020 sebagai bahan pertimbangan. Selanjutnya, Komite Audit memberikan rekomendasi penunjukan akuntan publik dan kantor akuntan publik tahun 2021 dengan mempertimbangkan aspek yang ditentukan regulator, khususnya Peraturan Otoritas Jasa Keuangan. Assisting the Board of Commissioners in evaluating the performance of public accountant and public accounting firm in 2020 for consideration. Furthermore, the Audit Committee provides recommendation for appointing public accountant and public accounting firm in 2021 by considering the aspects determined by regulator, specifically the Financial Services Authority Regulations.
Melakukan penelaahan atas kecukupan pemeriksaan yang dilakukan akuntan publik. Reviewing the adequacy of audits performed by public accountant.	Menjalin kerja sama dengan Unit Internal Audit dalam mengkaji Laporan Keuangan Triwulanan dan Tahunan Perseroan tahun buku 2021 yang telah diaudit oleh kantor akuntan publik yang ditunjuk Perseroan. Collaborating with the Internal Audit Unit in reviewing the Company's Quarterly and Annual Financial Statements for the 2021 fiscal year that have been audited by the public accounting firm appointed by the Company.

## Duties and Responsibilities

Audit Committee's duties and responsibilities and its work program realization in 2021 are described as follows.

Wewenang yang dimiliki Komite Audit Perseroan dalam menunjang pelaksanaan tugas dan tanggung jawabnya, antara lain:

1. Memiliki akses penuh terhadap semua Laporan Keuangan, temuan audit internal, serta risalah rapat Direksi;
2. Berhak untuk berkomunikasi langsung dengan karyawan dan pihak-pihak yang terkait dengan pengelolaan risiko dan pengendalian internal; dan
3. Melaksanakan rapat bersama manajemen, audit internal dan audit eksternal.

## Rapat

Rapat Komite Audit wajib diselenggarakan setidaknya 4 kali dalam setahun. Sepanjang 2021, Komite Audit telah melaksanakan rapat sebanyak 4 kali dengan tingkat kehadiran sebagai berikut.

Nama Name	Jabatan Position	Total Rapat Number of Meetings	Kehadiran Attendance	Tingkat Kehadiran Total Attendance (%)
M Senang Sembiring <sup>*)</sup>	Ketua Chairman	2	2	100.00
Bambang Hari Wiryantoro	Anggota Member	4	4	100.00
Arya Wibisono	Anggota Member	4	4	100.00

<sup>\*)</sup>Meninggal dunia pada 4 Juli 2021. / Passed away on 4 July 2021.

## Pengembangan Kompetensi

Perseroan memfasilitasi pelaksanaan program pengembangan kompetensi bagi anggota Komite Audit, baik berupa pelatihan, seminar, konferensi, dan *workshop*, guna memperluas wawasan akan perkembangan dunia usaha. Pada tahun 2021, pengembangan kompetensi Komite Audit Perseroan dilaksanakan secara mandiri melalui media buku dan informasi digital.

The authority of the Company's Audit Committee in supporting the implementation of its duties and responsibilities includes:

1. Full access to all financial statements, internal audit findings, and minutes of meetings of the Board of Directors;
2. The right to communicate directly with employees and parties related to risk management and internal control; and
3. Authority to hold meetings with the Management, internal audit, and external audit.

## Meetings

Audit Committee meetings must be held at least 4 times a year. Throughout 2021, the Audit Committee held 4 meetings with attendance rate as follows.

## Competency Development

The Company facilitates the implementation of competency development programs for the members of Audit Committee, in the form of training, seminars, conferences, and workshops, in order to broaden their knowledge on business development. In 2021, the competency development of the Company's Audit Committee was carried out independently through books and digital information.



## Komite Nominasi, Remunerasi, dan GCG Nomination, Remuneration, and GCG Committee

Komite Nominasi, Remunerasi, dan GCG bertugas untuk membantu Dewan Komisaris dalam melaksanakan fungsi pengawasan terkait nominasi dan remunerasi Dewan Komisaris dan Direksi. Komite ini juga terlibat dalam mengawasi penerapan GCG di seluruh unit Perseroan agar berjalan secara efektif.

The Nomination, Remuneration, and GCG Committee is assigned to assist the Board of Commissioners in carrying out its supervisory function regarding the nomination and remuneration for the Board of Commissioners and Board of Directors. This committee is also involved in supervising the GCG implementation in all Company units so that it runs effectively.

### Pedoman Kerja

Pedoman untuk Komite Nominasi, Remunerasi, dan GCG disesuaikan dengan Peraturan Otoritas Jasa Keuangan No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi.

### Guidelines

The guidelines for the Nomination, Remuneration, and GCG Committee are adjusted to the Financial Services Authority Regulation No. 34/POJK.04/2014 on Nomination and Remuneration Committee.

### Komposisi dan Independensi

Komposisi Komite Nominasi, Remunerasi, dan GCG ditetapkan berdasarkan Surat Keputusan Dewan Komisaris No. 002/DEKOM RR/VIII/2015 tanggal 15 Agustus 2015 dengan masa jabatan yang berakhir berdasarkan hasil evaluasi dari Dewan Komisaris. Pihak yang ditunjuk sebagai anggota komite ini telah memenuhi kualifikasi yang ditentukan Perseroan.

### Composition and Independency

The Nomination, Remuneration, and GCG Committee was established based on the Board of Commissioners' Decision Letter No. 002/DEKOM RR/VIII/2015 dated 15 August 2015 in which the term of office which will end based on the evaluation results by the Board of Commissioners. Parties appointed as Committee members have fulfilled the qualifications determined by the Company.

Selain itu, Perseroan menjamin independensi masing-masing anggota Komite Nominasi, Remunerasi, dan GCG sebagaimana yang ditunjukkan dalam tabel pemenuhan aspek independensi berikut.

Furthermore, the Company guarantees independence of each member of the Nomination, Remuneration, and GCG Committee as shown in the following table of independence aspects.

Aspek Independensi Independence Aspect	M Senang Sembiring <sup>1)</sup>	M Arsjad Rasjid P M	Riza Ichsan Fahriza
	Ketua Chairman	Anggota Member	Anggota Member
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi. Does not have financial relationship with the Board of Commissioners and Board of Directors.	✓	✓	✓
Tidak memiliki hubungan kepengurusan dengan Pemegang Saham, Entitas Anak, maupun perusahaan afiliasi. Does not have management relationship with Shareholders, Subsidiaries, and affiliated companies.	✓	✓	✓
Tidak memiliki hubungan kepemilikan saham di Perseroan. Does not have share ownership relationship in the Company.	✓	✓	✓
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau anggota Komite Nominasi, Remunerasi, dan GCG. Does not have family relationship with the Board of Commissioners, Board of Directors, and/or among members of Nomination, Remuneration, and GCG Committee.	✓	✓	✓

✓ = Ya / Yes x = Tidak / No

<sup>1)</sup>Meninggal dunia pada 4 Juli 2021. / Passed away on 4 July 2021.

## Tugas dan Tanggung Jawab

Uraian tugas dan tanggung jawab Komite Nominasi, Remunerasi, dan GCG beserta realisasinya di sepanjang 2021 sebagai berikut.

## Duties and Responsibilities

Details of duties and responsibilities of the Nomination, Remuneration, and GCG Committee along with their realization in 2021 are as follows.

Tugas dan Tanggung Jawab Duties and Responsibility	Realisasi Program Kerja 2021 Realization of 2021 Work Plan
<p>Memberikan rekomendasi terkait komposisi jabatan dan kebijakan proses nominasi anggota Dewan Komisaris dan Direksi.</p> <p>Providing recommendations regarding the composition of positions and policies of process for nominating members of Board of Commissioners and Board of Directors.</p>	<p>Memberikan rekomendasi terkait pengangkatan Sumantri Suwarno sebagai anggota Direktur Perseroan yang baru.</p> <p>Providing recommendations regarding the appointment of Sumantri Suwarno as a new member of the Company's Director.</p>
<p>Melakukan penilaian kinerja Dewan Komisaris dan Direksi.</p> <p>Conducting performance assessment of the Board of Commissioners and Board of Directors.</p>	<p>Ikut terlibat dalam penilaian kinerja Dewan Komisaris dan Direksi di sepanjang tahun 2021.</p> <p>Participating in assessing the performance of the Board of Commissioners and Board of Directors throughout 2021.</p>
<p>Memberikan rekomendasi terkait pengembangan kompetensi Dewan Komisaris dan Direksi.</p> <p>Providing recommendations related to competence development of the Board of Commissioners and Board of Directors.</p>	<p>Memberikan masukan terkait pengembangan kompetensi Dewan Komisaris dan Direksi. Pengembangan kompetensi yang diikuti Dewan Komisaris Direksi selama tahun 2021 telah sesuai dengan bidang tugas dan kebutuhan masing-masing Dewan Komisaris dan Direksi sehingga dapat menjalankan tugas dan tanggung jawabnya secara independen dan profesional dalam rangka keberlanjutan usaha Perseroan.</p> <p>Giving input related to the competence development of the Board of Commissioners and Board of Directors. The competency development followed by the Board of Commissioners and Board of Directors during 2021 has complied with the duties and needs of each member of Board of Commissioners and Board of Directors so that they may perform their duties and responsibilities independently and professionally in the context of the Company's business sustainability.</p>
<p>Memberikan rekomendasi terkait struktur, kebijakan, dan besaran remunerasi Dewan Komisaris dan Direksi.</p> <p>Providing recommendations regarding remuneration structure, policies, and amount for the Board of Commissioners and Board of Directors.</p>	<p>Membantu Dewan Komisaris dalam menentukan struktur, kebijakan, dan besaran remunerasi Dewan Komisaris serta Direksi dengan mempertimbangkan pencapaian kinerja dan pengembangan remunerasi yang layak di bidang usaha Perseroan.</p> <p>Assisting the Board of Commissioners in determining the remuneration structure, policies, and amount for the Board of Commissioners and Board of Directors by considering the performance achievement and the development of appropriate remuneration in the Company's business fields.</p>
<p>Melakukan penelaahan atas penerapan prinsip-prinsip GCG dan standar etika di Perseroan.</p> <p>Reviewing the implementation of GCG principles and ethical standards in the Company.</p>	<p>Memantau proses pengendalian internal serta memastikan seluruh aktivitas Perseroan dijalankan dengan menjunjung tinggi prinsip-prinsip GCG dan standar etika yang berlaku di Perseroan.</p> <p>Monitoring the internal control process and ensuring that all of the Company's activities are carried out by upholding the GCG principles and ethical standards that apply in the Company.</p>

## Prosedur Nominasi Dewan Komisaris dan Direksi

Dengan bantuan Departemen *Human Resources & Service*, Komite Nominasi, Remunerasi, dan GCG bertanggung jawab dalam memberikan rekomendasi terkait penetapan anggota Dewan Komisaris dan Direksi, sebagaimana diungkapkan sebagai berikut.

## The Nomination Procedure of the Board of Commissioners and Board of Directors

With the assistance of the Human Resources & Service Department, the Nomination, Remuneration, and GCG Committee is responsible for providing recommendations regarding the appointment of members of the Board of Commissioners and Board of Directors, as disclosed below.

- 1. Proses Nominasi**  
Perseroan menugaskan Komite Nominasi, Remunerasi, dan GCG, dibantu oleh Departemen *Human Resources & Services*, untuk melaksanakan proses nominasi bagi anggota Dewan Komisaris dan Direksi.

**Nomination Process**  
The Company has assigned the Nomination, Remuneration, and GCG Committee, assisted by the Human Resources & Services Department, to conduct the nomination process for members of the Board of Commissioners and the Board of Directors.
- 2. Pengajuan Calon Anggota Dewan Komisaris dan Direksi**  
Ketua Komite Nominasi, Remunerasi, dan GCG serta Departemen *Human Resources & Services* menyerahkan daftar nama calon anggota Dewan Komisaris dan Direksi yang diputuskan melalui rapat internal Dewan Komisaris dan Direksi.

**Proposing Candidates for Members of Board of Commissioners and Board of Directors**  
The Head of the Nomination, Remuneration, and GCG Committee and the Human Resources & Services Department submit a list of the names of candidates for the Board of Commissioners and the Board of Directors which is decided by internal meeting of Board of Commissioners and Board of Directors.
- 3. Penilaian Kemampuan dan Kepatutan**  
Penilaian kemampuan dan kepatutan dilakukan terhadap pihak yang namanya tercantum dalam daftar calon anggota Dewan Komisaris dan Direksi. Calon anggota yang telah lulus penilaian kemudian diajukan dalam RUPS untuk diangkat.

**Fit and Proper Test**  
Fit and proper test is conducted on the person whose name is on the list of candidates for the Board of Commissioners and the Board of Directors. Prospective members who have passed the test are then proposed to the GMS to be appointed.
- 4. Penetapan Anggota Dewan Komisaris dan Direksi**  
Calon yang telah memenuhi persyaratan dan lulus penilaian kemampuan dan kepatutan diangkat melalui persetujuan para Pemegang Saham pada saat pelaksanaan RUPS.

**Determining Members of Board of Commissioners and Board of Directors**  
Candidates who have met the requirements and passed the fit and proper test are appointed through the approval of the Shareholders during the GMS.





## Rapat

Rapat Komite Nominasi, Remunerasi, dan GCG wajib diselenggarakan setidaknya 3 kali dalam setahun. Sepanjang 2021, Komite Nominasi, Remunerasi, dan GCG melaksanakan rapat sebanyak 4 kali dengan tingkat kehadiran sebagai berikut.

Nama Name	Jabatan Position	Total Rapat Number of Meetings	Kehadiran Attendance	Tingkat Kehadiran Total Attendance (%)
M Senang Sembiring*)	Ketua Chairman	2	2	100.00
M Arsjad Rasjid P M	Anggota Member	4	4	100.00
Riza Ichsan Fahriza	Anggota Member	4	4	100.00

\*Meninggal dunia pada 4 Juli 2021. / Passed away on 4 July 2021.

## Meetings

The Nomination, Remuneration, and GCG Committee meetings must be held at least 3 times a year. Throughout 2021, the Nomination, Remuneration, and GCG Committee held 4 meetings with the following attendance rate.

## Pengembangan Kompetensi

Perseroan memfasilitasi pelaksanaan program pengembangan kompetensi bagi anggota Komite Nominasi, Remunerasi, dan GCG, baik berupa pelatihan, seminar, konferensi, dan *workshop*, guna memperluas wawasan akan perkembangan dunia usaha. Pada tahun 2021, pengembangan kompetensi Komite Nominasi, Remunerasi, dan GCG Perseroan dilaksanakan secara mandiri melalui media buku dan informasi digital.

## Competency Development

The Company facilitates the implementation of competency development programs for members of the Nomination, Remuneration, and GCG Committee, in the form of training, seminars, conferences, and workshops, in order to broaden their knowledge on business development. In 2021, the competency development of the Company's Nomination, Remuneration, and GCG Committee was carried out independently through books and digital information.

## Sekretaris Perusahaan Corporate Secretary

Sekretaris Perusahaan merupakan pihak yang menjembatani komunikasi antara Perseroan dengan para pemangku kepentingan. Selain itu, Sekretaris Perusahaan juga ikut terlibat dalam pengawasan penerapan GCG dan kepatuhan terhadap peraturan perundang-undangan yang berlaku.

The Corporate Secretary is the party that facilitates communication between the Company and stakeholders. In addition, the Corporate Secretary is also involved in supervising the implementation of GCG and compliance with applicable laws and regulations.

## Pedoman Kerja

Pedoman kerja Sekretaris Perusahaan tercantum dalam Anggaran Dasar yang disusun berdasarkan Peraturan Otoritas Jasa Keuangan No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.

## Guidelines

The Corporate Secretary work guidelines are listed in the Articles of Association prepared under the Financial Services Authority Regulation No. 35/POJK.04/2014 on Corporate Secretary of Issuers or Public Companies.

## Profil Sekretaris Perusahaan

Berdasarkan Surat Keputusan Direksi tanggal 1 Desember 2020, Direksi Perseroan mengangkat Yuni Pattinasarani sebagai Sekretaris Perusahaan, dengan masa jabatan yang akan berakhir sesuai dengan hasil evaluasi dari Direksi. Informasi terkait Profil Sekretaris Perusahaan dapat dilihat pada bab Profil Perusahaan dalam Laporan Tahunan ini.

## Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Sekretaris Perusahaan beserta realisasi program kerja selama tahun 2021 dijelaskan sebagai berikut.

Tugas dan Tanggung Jawab Duties and Responsibility	Realisasi Program Kerja 2021 Realization of 2021 Work Plan
<p>Mengikuti perkembangan pasar modal, khususnya peraturan perundang-undangan yang berlaku di bidang pasar modal.</p> <p>Monitoring capital market development, in particular the applicable laws and regulations in capital market sector.</p>	<p>Mengikuti berbagai program pengembangan kompetensi yang diselenggarakan oleh Otoritas Jasa Keuangan, Bursa Efek Indonesia, dan lembaga lain yang membahas mengenai pasar modal. Selain itu, Sekretaris Perusahaan juga selalu memantau informasi mengenai pasar modal melalui situs web yang disediakan regulator atau lembaga lain yang kompeten di bidang pasar modal.</p> <p>Participating in various competency development programs organized by the Financial Services Authority, the Indonesia Stock Exchange, and other institutions that discuss capital markets. Furthermore, Corporate Secretary also monitors information about the capital market through websites provided by regulators or other competent institutions in capital market sector.</p>
<p>Memberikan masukan kepada Dewan Komisaris dan Direksi terkait kepatuhan pada ketentuan peraturan dan perundang-undangan di bidang pasar modal.</p> <p>Providing input to the Board of Commissioners and Board of Directors related to compliance with the provisions of laws and regulations in capital market sector.</p>	<p>Memberikan masukan dan nasihat kepada Direksi untuk selalu mematuhi ketentuan terkait peraturan di pasar modal dan perundang-undangan lainnya, termasuk dalam membuat keputusan atau kebijakan di dalam kegiatan operasional Perseroan.</p> <p>Providing input and advice to the Board of Directors to always comply with provisions related to capital market regulations and other laws and regulations, including in making decisions or policies related to the Company's operational activities.</p>
<p>Membantu Dewan Komisaris dan Direksi dalam pelaksanaan tata kelola perusahaan yang baik.</p> <p>Assisting the Board of Commissioners and Board of Directors in implementing good corporate governance.</p>	<p>Membantu dan memberikan masukan kepada Dewan Komisaris dan Direksi Perseroan dalam menyusun kebijakan mengenai tata kelola perusahaan yang baik.</p> <p>Assisting and providing inputs to the Board of Commissioners and Board of Directors of the Company in formulating policies on good corporate governance.</p>
<p>Sebagai penghubung antara Perseroan dengan Pemegang Saham, regulator, dan pemangku kepentingan lainnya.</p> <p>Being a liaison between the Company and Shareholders, regulators, and other stakeholders.</p>	<ul style="list-style-type: none"> <li>• Memastikan hak-hak para pemangku kepentingan dapat tersampaikan kepada pihak Perseroan, terutama kepada Direksi; dan</li> <li>• Memastikan informasi terkini mengenai Perseroan yang disampaikan secara transparan, akurat, dan tepat waktu kepada pemangku kepentingan.</li> <li>• Ensuring that stakeholders rights can be conveyed to the Company, especially to the Board of Directors; and</li> <li>• Ensuring that the latest information on the Company can be delivered transparently, accurately, and in a timely manner to the stakeholders.</li> </ul>

## Corporate Secretary Profile

Based on the Board of Directors' Decision Letter dated 1 December 2020, the Company's Board of Directors appointed Yuni Pattinasarani as Corporate Secretary, in which the term of office will end according to the Board of Directors' evaluation results. Information on Corporate Secretary's Profile can be seen in the Company Profile chapter of this Annual Report.

## Duties and Responsibilities

The duties and responsibilities of the Corporate Secretary and the realization of its work program throughout 2021 are described as follows.

## Pengembangan Kompetensi

Perseroan memfasilitasi pelaksanaan program pengembangan kompetensi bagi Sekretaris Perusahaan, baik berupa pelatihan, seminar, konferensi, dan *workshop*, guna memperluas wawasan akan perkembangan dunia usaha. Program tersebut dilaksanakan sesuai dengan rencana pelaksanaan program peningkatan kompetensi yang dimuat pada Rencana Kerja dan Anggaran Sekretaris Perusahaan.

Informasi terkait program peningkatan kompetensi yang diikuti Sekretaris Perusahaan di tahun 2021 diungkapkan sebagai berikut.

## Competency Development

The Company facilitates the implementation of competency development programs for the Corporate Secretary, in the form of training, seminars, conferences, and workshops, in order to broaden knowledge on business development. The programs are implemented following the plans of the competency development programs set in the Work Plan and Budget for the Corporate Secretary.

Information on the competency development programs participated by the Corporate Secretary in 2021 is described as follows.



Topik Pelatihan Training Topic	Tempat dan Waktu Pelatihan Places and Time of Training	Penyelenggara Pelatihan Training Organizer
Indonesian Institute for Corporate Directorship (IICD) CG Conference 2021 dengan Tema "The 10 <sup>th</sup> ACGS Implementations: Road to ESG in Indonesia"	Webinar, 27 May 2021	Bursa Efek Indonesia Indonesia Stock Exchange
Indonesian Institute for Corporate Directorship (IICD) CG Conference 2021 with the theme "The 10 <sup>th</sup> ACGS Implementations: Road to ESG in Indonesia"		
Pendapat Konsep Perubahan Peraturan No. I-E tentang Kewajiban Penyampaian Informasi Conceptual Opinion on Amendment to Regulation No. I-E on Obligation to Submit Information	Webinar, 22 June 2021	Bursa Efek Indonesia Indonesia Stock Exchange
Capital Market Summit & Expo 2021 (CMSE 2021)	Webinar, 14 October 2021	Bursa Efek Indonesia Indonesia Stock Exchange

## Unit Audit Internal Internal Audit Unit

Unit Audit Internal merupakan pihak yang membantu manajemen dalam mengevaluasi efektivitas penerapan sistem manajemen risiko, pengendalian internal, dan GCG di seluruh unit kerja Perseroan. Hal tersebut dilakukan dengan memberikan pendapat independen yang dirancang dalam rangka menambah nilai dan meningkatkan kinerja operasi Perseroan.

### Pedoman Kerja

Unit Internal Audit Perseroan mempunyai Piagam Unit Internal Audit dan telah disahkan pada Juni 2011. Piagam tersebut disusun berdasarkan Peraturan Bapepam-LK No. IX.17, Lampiran Keputusan Ketua Bapepam LK No. Kep-496/BL/2008 tanggal 28 November 2008 yang telah diperbaharui dengan Peraturan Otoritas Jasa Keuangan No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal.

### Struktur dan Kedudukan

Unit Audit Internal Perseroan diangkat dan diberhentikan oleh Direktur Utama, melalui persetujuan Dewan Komisaris. Maka dari itu, pelaksanaan tugasnya dipertanggungjawabkan langsung kepada Direktur Utama. Selain itu, Unit Audit Internal memiliki akses langsung kepada Komite Audit dalam melakukan koordinasi terkait pelaksanaan audit internal beserta tindak lanjutnya, sebagaimana digambarkan dalam bagan berikut.

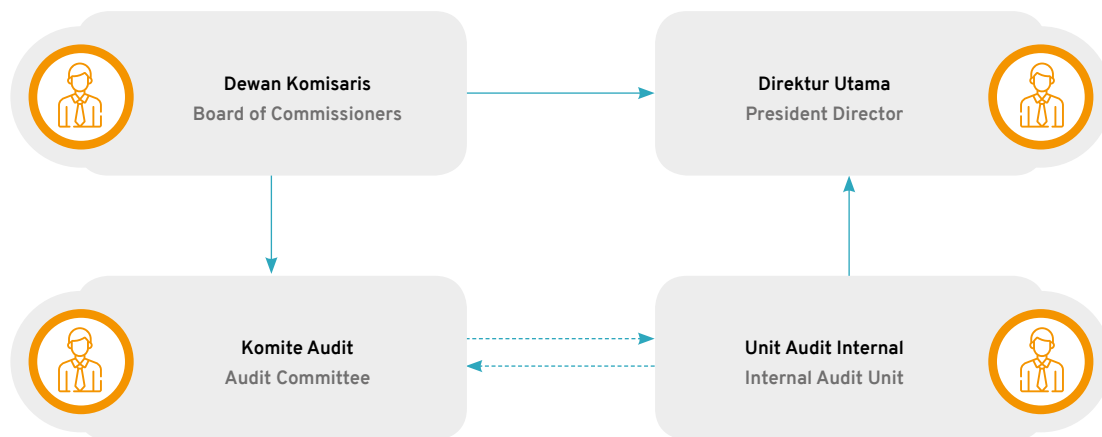
The Internal Audit Unit is a party that assists the management in evaluating the effectiveness of the risk management system, internal control, and GCG implementation in all of the Company's work units. The assistance was done by providing an independent opinion designed to add value and improve the Company's operating performance.

### Guidelines

The Company's Internal Audit Unit has an Internal Audit Unit Charter, which was validated in June 2011. The Charter was prepared based on Bapepam-LK Regulation No. IX.17, Attachment to Decree of the Chairman of Bapepam LK No. Kep-496/BL/2008 dated 28 November 2008, which has been updated with the Financial Services Authority Regulation No. 56/POJK.04/2015 on the Establishment and Guidelines for Preparation of Internal Audit Unit Charter.

### Structure and Position

The Company's Internal Audit Unit is appointed and dismissed by the President Director, upon the approval of the Board of Commissioners. Therefore, the performance of its duties is directly accountable to the President Director. In addition, the Internal Audit Unit has direct access to the Audit Committee in coordinating the implementation of internal audits and their follow-up actions, as illustrated in the following chart.



## Komposisi

Unit Audit Internal Perseroan diketuai oleh Danan Wirawan berdasarkan Surat Keputusan Direktur Utama PT Rukun Raharja Tbk No. 002/DIRUT RR/XII/2014 tanggal 12 Desember 2014, dengan masa jabatan yang akan berakhir sesuai hasil evaluasi Direksi. Profil Ketua Unit Audit Internal dapat dilihat pada bab Profil Perusahaan dalam Laporan Tahunan ini.

## Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Unit Audit Internal beserta realisasi program kerja selama tahun 2021 dijelaskan sebagai berikut.

## Composition

The Company's Internal Audit Unit is chaired by Danan Wirawan based on Decision Letter of the President Director of PT Rukun Raharja Tbk No. 002/DIRUT RR/XII/2014 dated 12 December 2014, in which the term of office will end based on the evaluation results by the Board of Directors. The profile of the Head of the Internal Audit Unit can be seen in the Company Profile chapter in this Annual Report.

## Duties and Responsibilities

The duties and responsibilities of the Internal Audit Unit and the realization of its work program throughout 2021 are described as follows.

Tugas dan Tanggung Jawab Duties and Responsibility	Realisasi Program Kerja 2021 Realization of 2021 Work Plan
<p>Menyusun dan melaksanakan rencana audit internal tahunan.</p> <p>Preparing and executing annual internal audit plans.</p>	<p>Menyusun rencana audit tahun 2021 bersama Komite Audit serta melaksanakan audit umum di seluruh unit kerja Perseroan. Unit Audit Internal secara rutin menyampaikan hasil audit umum tersebut melalui pelaksanaan rapat dengan Dewan Komisaris, Direksi, dan Komite Audit.</p> <p>Preparing the 2021 audit plans with the Audit Committee and conducting general audits in all work units of the Company. The Internal Audit Unit regularly delivers the results of these general audits by holding meetings with the Board of Commissioners, Board of Directors, and Audit Committee.</p>
<p>Melaksanakan audit kepatuhan terhadap jalannya sistem pengendalian internal dan manajemen risiko untuk memastikan bahwa seluruh kegiatan telah sesuai ketentuan/peraturan Perseroan dan berbagai peraturan hukum negara yang berlaku.</p> <p>Conducting compliance audit of the internal control system and risk management to ensure that all activities are in accordance with the Company's provisions/regulations and various applicable country laws.</p>	<p>Menguji dan mengevaluasi pelaksanaan sistem pengendalian internal, serta manajemen risiko tahun 2021. Kemudian, memastikan penerapan sistem pengendalian internal telah sesuai dengan kebijakan Perseroan, serta melaporkan hasil pelaksanaan kegiatan tersebut kepada Direktur Utama dan Dewan Komisaris Perseroan.</p> <p>Testing and evaluating the implementation of internal control system and risk management in 2021. Then, ensuring that the implementation of internal control system is already in accordance with the Company's policies, and reporting the implementation results to the President Director and the Board of Commissioners of the Company.</p>
<p>Mengukur tingkat efisiensi dan efektivitas semua kegiatan Perseroan.</p> <p>Measuring the level of efficiency and effectiveness of all of the Company's activities.</p>	<ul style="list-style-type: none"> <li>• Memeriksa dan menilai secara objektif terhadap efisiensi dan efektivitas seluruh kegiatan Perseroan. Hal tersebut untuk menjamin keakuratan dan kebenaran informasi terkait keuangan dan operasional Perseroan; dan</li> <li>• Melakukan evaluasi terhadap pelaksanaan kegiatan operasional agar sesuai dengan <i>standar operational procedure</i> (SOP).</li> <li>• Objectively examining and assessing the efficiency and effectiveness of all of the Company's activities. This is to guarantee the accuracy and correctness of information related to the Company's finance and operations; and</li> <li>• Evaluating the operational activities to be in compliance with the standard operating procedures (SOP).</li> </ul>



## Pengembangan Kompetensi

Perseroan memfasilitasi pelaksanaan program pengembangan kompetensi bagi Unit Audit Internal, baik berupa pelatihan, seminar, konferensi, dan *workshop*, guna memperluas wawasan akan perkembangan dunia usaha. Pada tahun 2021, pengembangan kompetensi Unit Audit Internal Perseroan dilakukan secara mandiri melalui media buku dan informasi digital.

## Competency Development

The Company facilitates the implementation of competency development programs for the Internal Audit Unit, in the form of training, seminars, conferences, and workshops, in order to broaden knowledge on business development. In 2021, the competency development of the Company's Internal Audit Unit was carried out independently through books and digital information.

## Sistem Pengendalian Internal Internal Control System

Sistem pengendalian internal (SPI) dibentuk dalam rangka membangun kerangka pengawasan internal yang efektif. SPI juga membantu Manajemen dalam memantau dan memastikan adanya keselarasan antara aktivitas unit bisnis dengan strategi Perseroan serta merekomendasikan tindakan perbaikan apabila ditemukan adanya penyimpangan.

The internal control system (SPI) was established to build an effective internal control framework. SPI also assists the Management in monitoring and ensuring the alignment between business unit activities and the Company's strategies as well as recommending corrective actions if deviations are found.

## Implementasi Sistem Pengendalian Internal

## Implementation of Internal Control Systems



Implementasi SPI di Perseroan sebagai berikut.

SPI implementation at the Company is as follows.

Komponen Sistem Pengendalian Internal Components of Internal Control System	Implementasi di Perseroan Implementation in the Company
Pengurangan risiko bisnis  Reducing business risk	<ul style="list-style-type: none"> <li>• Menyusun rencana strategi sesuai dengan kompleksitas usaha Perseroan;</li> <li>• Memantau perbandingan target dengan realisasi anggaran biaya melalui laporan-laporan yang dibuat Unit Keuangan; dan</li> <li>• Mewajibkan seluruh karyawan untuk mematuhi SOP yang berlaku di Perseroan agar aktivitas bisnis perusahaan dapat berjalan secara efektif dan efisien.</li> </ul> <ul style="list-style-type: none"> <li>• Preparing strategic plans in accordance with the Company's business complexity;</li> <li>• Monitoring the comparison between target and realization of the cost budget through reports made by the Finance Unit; and</li> <li>• Requiring all employees to comply with the applicable SOPs in the Company so that the Company's business activities can run effectively and efficiently.</li> </ul>
Perlindungan aset Perseroan  Protection of Company assets	Melindungi aset fisik yang dimiliki. Seluruh aset tetap, seperti bangunan, jaringan pipa, dan kendaraan telah diasuransikan dengan nilai pertanggungan yang memadai.  Protecting physical assets owned. All fixed assets, such as buildings, pipelines, and vehicles, are insured with adequate sum insured.
Sistem pelaporan keuangan yang dapat diandalkan  Reliable financial reporting system	<ul style="list-style-type: none"> <li>• Memberikan masukan terkait penunjukan kantor akuntan publik dan akuntan yang memiliki reputasi baik; dan</li> <li>• Memastikan pelaporan keuangan Perseroan sesuai dengan standar akuntansi yang berlaku di Indonesia.</li> </ul> <ul style="list-style-type: none"> <li>• Appointing public accountant firms and reputable accountants; and</li> <li>• Ensuring that the Company's financial reporting complies with the accounting standards applicable in Indonesia.</li> </ul>
Pemenuhan peraturan perundang-undangan yang berlaku  Compliance with the applicable laws and regulations	Direksi dan Unit Audit Internal senantiasa melakukan komunikasi dan koordinasi dengan Sekretaris Perusahaan untuk melakukan penelaahan atas kepatuhan Perseroan terhadap hukum dan peraturan perundang-undangan yang berlaku.  The Board of Directors and Internal Audit Unit constantly communicate and coordinate with the Corporate Secretary to review the Company's compliance with the applicable laws and regulations.

Implementasi SPI telah disesuaikan dengan **standar kerangka SPI Internasional**, yaitu **Committee of Sponsoring Organization of the Treadway Commission (COSO)**.

SPI implementation has been adjusted to the **international SPI framework standards**, namely the **Committee of Sponsoring Organization of the Treadway Commission (COSO)**.



**Komponen pengendalian COSO:**  
COSO control components:



**Tinjauan atas Efektivitas Sistem Pengendalian Internal**

Unit Audit Internal mengevaluasi efektivitas pelaksanaan sistem pengendalian secara berkelanjutan. Hasil evaluasi sistem pengendalian internal tahun 2021, yaitu:

1. Aktivitas Perseroan telah menggunakan prosedur dan sistem pencegahan dini terhadap risiko usaha sehingga perusahaan berjalan dengan baik;

**Overview of the Effectiveness of Internal Control System**

The Internal Audit Unit evaluates the effectiveness of control system implementation on an ongoing basis. The internal control system evaluation results in 2021 were:

1. The Company's activities have used early prevention procedures and systems against business risks so that the Company operates smoothly;



2. Perseroan telah menyediakan nilai pertanggungan asuransi tetap untuk menutupi risiko kerugian yang mungkin terjadi;
3. Laporan Keuangan Konsolidasian Perseroan telah disajikan secara wajar sesuai dengan standar akuntansi keuangan di Indonesia; serta
4. Tidak ditemukannya kecurangan atau tindakan penyimpangan yang dilakukan oleh Direksi maupun Dewan Komisaris dalam pelaksanaan tugas dan tanggung jawabnya.

Evaluasi SPI melibatkan auditor independen atau bantuan konsultan jika dirasa perlu. Tujuannya, untuk mendapatkan penilaian yang objektif.

2. The Company has provided fixed insurance coverage to cover the risk of loss that may occur;
3. The Company's Consolidated Financial Statements have been fairly presented in accordance with financial accounting standards in Indonesia; and
4. No fraud or irregularity found by the Board of Directors or the Board of Commissioners in carrying out their duties and responsibilities.

SPI evaluation involving independent auditor or consultant assistance is conducted if deemed necessary. The objective is to get an objective assessment.

### Pernyataan Dewan Komisaris dan Direksi atas Kecukupan Sistem Pengendalian Internal

Dewan Komisaris dan Direksi memandang bahwa implementasi SPI di Perseroan sudah cukup baik. Namun demikian, hasil evaluasi tersebut dijadikan dasar bagi Manajemen untuk memperbaiki dan mengembangkan sistem pengendalian internal agar pelaksanaannya dapat berjalan efektif dan efisien, serta diharapkan dapat mendorong pertumbuhan dan keberlangsungan usaha Perseroan.

### Statement of the Board of Commissioners and the Board of Directors on the Internal Control System Adequacy

The Board of Commissioners and the Board of Directors found that the implementation of SPI in the Company ran well. Nonetheless, the evaluation results serve as the basis for the Management to improve and develop the internal control system so that its implementation can run effectively and efficiently and are expected to encourage the Company's business growth and sustainability.

## Sistem Manajemen Risiko Risk Management System

Penerapan sistem manajemen risiko merupakan bagian dari mitigasi terhadap potensi risiko dan ancaman yang dihadapi oleh Perseroan. Sistem ini diterapkan melalui tindakan identifikasi, pengukuran, pemantauan serta pengendalian terhadap risiko untuk menjaga kelangsungan usaha secara berkelanjutan.

The risk management system implementation is a part of the mitigations of the potential risks and threats faced by the Company. This system is implemented through identification, measurement, monitoring, and control of risks to maintain business continuity in a sustainable manner.

### Profil Risiko

Risiko yang dihadapi Perseroan serta langkah mitigasinya diuraikan sebagai berikut.

### Risk Profile

The risks faced by the Company and the mitigation measures conducted are described as follows.

Indikasi Indicator	Mitigasi Mitigation
<p><b>Risiko Pasar / Market Risk</b></p> <p>Terjadi akibat dari pelemahan ekonomi nasional, perubahan harga batu bara, dan harga gas sehingga berefek pada permintaan gas oleh pelanggan.</p> <p>Occurs due to the weakening of national economy, changes in coal prices and gas prices that affect customers' gas demand.</p>	<p>Mempertahankan kerja sama dengan konsumen industrial yang lebih mengandalkan <i>supply</i> energi gas dibandingkan konsumsi batu bara. Perseroan juga melakukan usaha-usaha terkait penambahan jumlah konsumen industrial, termasuk memberikan penawaran solusi energi.</p> <p>Maintaining cooperation with industrial consumers who rely more on gas energy supply than coal consumption. The Company also undertakes efforts related to the increased number of industrial consumers, including offering energy solutions.</p>

Indikasi Indicator	Mitigasi Mitigation
<b>Risiko Nilai Tukar / Exchange Rate Risk</b>	
<p>Timbul karena adanya perubahan nilai tukar mata uang Rupiah terhadap Dolar sehingga dapat memengaruhi pendapatan dan laba perusahaan.</p> <p>Emerges because of movements of exchange rate of Rupiah against US Dollar that affect the Company's revenue and profits.</p>	<p>Perseroan berusaha untuk menyamakan mata uang penerimaan dengan mata uang pembayaran. Dalam hal penggunaan mata uang yang tidak sesuai karena mengikuti aturan yang dikeluarkan oleh pemerintah, Perseroan melakukan konversi ke mata uang pembayaran di hari yang sama atau mencari nilai tukar dengan selisih terkecil.</p> <p>The Company strives to align the currency for receipts and payment. In regard of using other currency that is not in accordance with the provisions of government regulation, the Company converts such amount to the currency for payment on the same day or uses exchange rate with the smallest differences.</p>
<b>Risiko Kenaikan Suku Bunga Pinjaman / Risk of Increase in Loan Interest Rates</b>	
<p>Terjadinya peningkatan suku bunga sehingga meningkatkan beban bunga pinjaman Perseroan dan Entitas Anak.</p> <p>Happens because of an increase in interest rates, which thereby increasing the interest expense on loans of the Company and Subsidiaries.</p>	<p>Perseroan dan Entitas Anak berhati-hati dalam melakukan penambahan pinjaman dan selalu menyesuaikan jangka waktu serta jumlah pinjaman sesuai dengan proyek yang akan dilakukan, kenaikan suku bunga juga dapat memengaruhi kemampuan atau daya beli konsumen.</p> <p>The Company and its Subsidiaries are careful in having additional loans and always adjust the term and number of loans in accordance with the project to be carried out. Increased interest rates can also affect the ability or purchasing power of consumers.</p>
<b>Risiko Likuiditas / Risk of Liquidity</b>	
<p>Terjadi jika Perseroan dan Entitas Anak tidak memiliki arus kas yang cukup untuk memenuhi kegiatan operasional dan liabilitas keuangan pada saat jatuh tempo.</p> <p>Happens if the Company and its Subsidiaries do not have sufficient cash flows to meet their operational activities and due financial liabilities.</p>	<ul style="list-style-type: none"> <li>• Mempertahankan saldo kas yang dihasilkan dari arus kas internal;</li> <li>• Memastikan ketersediaan sumber pendanaan yang cukup dari fasilitas kredit yang diperoleh;</li> <li>• Melakukan pengelolaan tenor pembayaran; serta</li> <li>• Mempertahankan kebijakan penagihan hasil penjualan secara intensif dengan mempertimbangkan kondisi dan perencanaan di masa yang akan datang.</li> </ul> <ul style="list-style-type: none"> <li>• Maintaining cash balances generated from internal cash flows;</li> <li>• Ensuring the availability of sufficient funding sources from credit facilities obtained;</li> <li>• Managing payment tenors; and</li> <li>• Maintaining an intensive collection policy on sales results by considering future conditions and planning.</li> </ul>

## Tinjauan Efektivitas Sistem Manajemen Risiko

Perseroan secara berkala melakukan evaluasi terhadap implementasi sistem manajemen risiko dan sistem pengendalian internal. Hal tersebut bertujuan untuk menetapkan serta meningkatkan efektivitas pelaksanaan manajemen risiko. Hasil penilaian kemudian disampaikan kepada seluruh unit kerja untuk ditindaklanjuti melalui pengawasan Unit Audit Internal.

## Pernyataan Dewan Komisaris dan Direksi atas Kecukupan Sistem Manajemen Risiko

Di tengah berlanjutnya pandemi Covid-19, berbagai langkah pengendalian dan manajemen risiko terus dilakukan oleh Perseroan. Hasilnya, Dewan Komisaris dan Direksi menilai pelaksanaan sistem manajemen risiko telah diupayakan secara optimal.

## Overview of the Effectiveness of Risk Management System

The Company periodically evaluates the risk management system and internal control system implementations. This aims to determine and improve the effectiveness of the risk management implementation. The results of such evaluation are then submitted to all work units to be followed up through the supervision of the Internal Audit Unit.

## Statement of the Board of Commissioners and Board of Directors on the Risk Management System Adequacy

In the midst of the ongoing Covid-19 pandemic, the Company continuously implements various risk control and management measures. As a result, the Board of Commissioners and Board of Directors assess that the risk management system implementation has been optimally pursued.





## Akuntan Publik Public Accountants

Perseroan menunjuk akuntan publik sebagai pihak independen untuk melakukan pemeriksaan atau mengaudit Laporan Keuangan berdasarkan standar akuntansi yang telah ditentukan oleh Ikatan Akuntansi Indonesia. Penunjukan akuntan publik dilakukan Dewan Komisaris melalui RUPS, dengan mempertimbangkan rekomendasi Komite Audit.

The Company appoints a public accountant as an independent party to examine or audit the Financial Statements based on the accounting standards determined by the Indonesian Accounting Association. The public accountant is appointed by the Board of Commissioners through the GMS, by considering the recommendations of the Audit Committee.

Berikut ini merupakan kantor akuntan publik dan akuntan publik yang ditunjuk Perseroan dalam 3 tahun terakhir.

The following are public accounting firms and public accountants appointed by the Company in the last 3 years.

Tahun Year	Nama Kantor Akuntan Publik Name of Public Accounting Firm	Nama Akuntan Accountant's Name	Biaya Cost (Rp)
2021	Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan dan Rekan	Retno Dwi Andani SE, Ak, CPA, CA	1,605,000,000
2020	Husni, Wibawa & Rekan (sebelumnya bernama Kantor Akuntan Publik Husni, Mucharam & Rasidi) Husni, Wibawa & Rekan (was Public Accounting Firm Husni, Mucharam & Rasidi)	Budi Taufik Wibawa, CA, CPA	1,254,000,000
2019	Husni, Mucharam & Rasidi	Budi Taufik Wibawa, CA, CPA	1,013,250,000

### Jasa Lain yang Diberikan

Tidak ada jasa lain yang diberikan Kantor Akuntan Publik Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan dan Rekan kepada Perseroan selain terkait audit Laporan Keuangan tahun buku 2021.

### Other Services Provided

There were no other services provided by the Public Accounting Firm Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan dan Rekan to the Company than services related to the audit of the Financial Statements for the 2021 fiscal year.

## Pengadaan Barang dan Jasa Procurement of Goods and Services

Penyediaan barang dan jasa di Perseroan dilakukan melalui sistem yang terintegrasi serta menjunjung tinggi prinsip, kebijakan perusahaan, dan peraturan perundang-undangan yang berlaku. Pengadaan barang dan jasa tersebut meliputi bidang keuangan, pembelian, serta penyediaan pada semua Entitas Anak. Penerapan sistem ini bertujuan untuk memberikan kemudahan dalam melakukan pengambilan keputusan, menjamin ketersediaan data yang akurat, serta memperkuat sistem pengawasan terhadap penyediaan barang dan jasa beserta pelaporannya. Perseroan senantiasa melakukan pengawasan terhadap sistem ini secara berkala guna menciptakan efisiensi terhadap bisnis Perseroan.

The provision of goods and services in the Company is carried out through an integrated system while upholding the Company's principles, policies, and the prevailing laws and regulations. The procurement of goods and services covering finance, purchasing, and inventory of all Subsidiaries. The application of this system aims to provide convenience in making decisions, ensuring availability of accurate data, and strengthening the monitoring system for goods and services inventory and its reporting. The Company continues to monitor this system regularly in order to create efficiency in the Company's business.

## Kode Etik Code of Ethics

Kode Etik merupakan sebuah pedoman yang wajib ditaati oleh seluruh insan Perseroan dalam menjalankan kegiatan usaha. Hal ini ditujukan untuk menciptakan lingkungan kerja yang mengutamakan kepatuhan terhadap peraturan perundang-undangan serta sesuai dengan prinsip-prinsip GCG.

The Code of Ethics is a guideline that must be adhered to by all Company's employees in conducting business activities. This is intended to create a work environment that prioritizes compliance with laws and regulations and aligns with GCG principles.

### Penyebarluasan Kode Etik: Dissemination of Code of Ethics:



Penyebarluasan Kode Etik dimulai pada **26 Januari 2016** melalui **situs web internal, media yang dimiliki Perseroan, serta buku saku** saat orientasi karyawan baru.

Dissemination of Code of Ethics began on **26 January 2016** through the **internal website, media owned by the Company, and pocket book** during the orientation of new employees.

### Isi Kode Etik

### Contents of Code of Ethics

Etika Usaha Business Ethics	Komitmen Perseroan Company's Commitment
Hubungan dengan Karyawan Relationship with Employees	<ul style="list-style-type: none"> <li>Menjalankan kewajiban ketenagakerjaan sebagaimana diatur dalam Undang-Undang; dan</li> <li>Menerapkan sistem dan prosedur ketenagakerjaan yang menunjang kontribusi karyawan dalam pencapaian Visi dan Misi Perseroan, tanpa memandang jenis kelamin, suku, ras, agama, ataupun kelompok.</li> </ul>
Hubungan dengan Pelanggan Relationship with Customers	<ul style="list-style-type: none"> <li>Menyampaikan produk dan jasa terbaik sesuai dengan komitmen yang telah disepakati bersama; serta</li> <li>Memperhatikan pandangan pelanggan dan memberikan tanggapan sesegera mungkin.</li> </ul>
Hubungan dengan Pemasok Relationship with Suppliers	<ul style="list-style-type: none"> <li>Menerapkan sistem dan prosedur yang sama untuk semua pemasok; serta</li> <li>Menjalankan prinsip keterbukaan dalam semua tahapan pengadaan barang dan jasa.</li> </ul>
Hubungan dengan Pesaing Relationship with Competitors	<ul style="list-style-type: none"> <li>Menerapkan prinsip persaingan secara sehat sesuai peraturan perundangan; serta</li> <li>Menghargai keberadaan pesaing dan memelihara hubungan baik sesuai peraturan perundang-undangan.</li> </ul>
Hubungan dengan Masyarakat Sekitar Relationship with the Surrounding Community	<ul style="list-style-type: none"> <li>Menghormati adat istiadat setempat; dan</li> <li>Berpartisipasi dalam kegiatan-kegiatan yang meningkatkan nilai sosial Perseroan.</li> </ul>
Hubungan dengan Pemilik Modal Relationship with Equity Owner	<ul style="list-style-type: none"> <li>Memberikan laporan keadaan Perseroan secara transparan, akurat, dan lengkap sepanjang tidak bertentangan dengan kepentingan Perseroan; dan</li> <li>Membina hubungan baik melalui penerapan perlakuan yang sama sesuai dengan ketentuan Anggaran Dasar Perseroan dan peraturan perundangan yang berlaku.</li> </ul>



Etika Usaha Business Ethics	Komitmen Perseroan Company's Commitment
<p>Hubungan dengan Entitas Anak/Perusahaan Patungan</p> <p>Relationship with Subsidiaries/Joint Venture Companies</p>	<ul style="list-style-type: none"> <li>Menerapkan sistem dan prosedur pada Entitas Anak dan perusahaan patungan dengan sistem dan prosedur Perseroan; dan</li> <li>Memastikan bahwa operasional dari Entitas Anak dan perusahaan memberikan nilai tambah bagi Perseroan dan menjamin keberlangsungan usaha Perseroan.</li> <li>Implementing system and procedure for Subsidiaries and joint ventures with the Company's system and procedure; and</li> <li>Ensuring that the operations of Subsidiaries and the Company provide added value to the Company and guarantee the Company's business continuity.</li> </ul>
<p>Hubungan dengan Media</p> <p>Relationship with Media</p>	<ul style="list-style-type: none"> <li>Menerapkan sistem satu pintu untuk menjamin akurasi dan keabsahan informasi yang diberikan kepada media; dan</li> <li>Menyampaikan masukan dari kalangan media dengan memperhatikan aspek risiko bagi Perseroan.</li> <li>Implementing a one-stop system to ensure the accuracy and validity of information provided to the media; and</li> <li>Receiving input from the media by considering risk aspects for the Company.</li> </ul>
Etika Kerja Work Ethics	Komitmen Insan Perseroan Commitment of Company's Employees
<p>Kepatuhan terhadap Hukum</p> <p>Compliance with the Law</p>	<ul style="list-style-type: none"> <li>Menaati semua peraturan perundang-undangan dan segala ketentuan terkait yang mengatur hak dan kewajiban sebagai warga negara yang baik; dan</li> <li>Menaati semua ketentuan dalam Peraturan Perusahaan dan/atau ketentuan-ketentuan lain yang dikeluarkan oleh Perseroan.</li> <li>Complying with all laws and regulations and all related provisions governing the rights and obligations as a good citizen; and</li> <li>Complying with all provisions in the Company Regulations and/or other provisions issued by the Company.</li> </ul>
<p>Benturan Kepentingan</p> <p>Conflict of Interest</p>	<ul style="list-style-type: none"> <li>Tidak terlibat dalam usaha apapun yang berpotensi menimbulkan benturan kepentingan dengan Perseroan; dan</li> <li>Melaporkan kepada Unit Kepatuhan apabila menemukan adanya potensi dirinya bila menghadapi benturan kepentingan Perseroan.</li> <li>Not participating in any business that may cause a conflict of interest with the Company; and</li> <li>Reporting to the Compliance Unit on any potential cause of a conflict of interest of the Company.</li> </ul>
<p>Memberi dan Menerima</p> <p>Giving and Receiving</p>	<ul style="list-style-type: none"> <li>Tidak memberi atau menerima sesuatu yang bertentangan dengan fungsi kewajiban dirinya sebagai insan Perseroan; dan</li> <li>Menggunakan pendapatan Perseroan hanya untuk kepentingan operasional Perseroan.</li> <li>Not giving or receiving anything contrary to the function of its obligations as an employee of the Company; and</li> <li>Using the Company's revenue only for the benefit of the Company's operations.</li> </ul>
<p>Kerahasiaan</p> <p>Confidentiality</p>	<ul style="list-style-type: none"> <li>Tidak membicarakan informasi atau data yang bersifat material kepada siapa pun termasuk anggota keluarganya; dan</li> <li>Mencari informasi dan data-data yang dikeluarkan secara resmi sesuai peraturan terkait hanya untuk kepentingan Perseroan.</li> <li>Not discussing material information or data with anyone including family members; and</li> <li>Looking for officially released information and data according to the relevant regulations only for the interest of the Company.</li> </ul>
<p>Pengawasan dan Penggunaan Aset</p> <p>Asset Monitoring and Utilization</p>	<ul style="list-style-type: none"> <li>Melakukan pembelian dan pemanfaatan aset-aset Perseroan secara efektif dan efisien semata-mata untuk kepentingan Perseroan; dan</li> <li>Melaporkan indikasi pelanggaran dalam pemanfaatan aset Perseroan.</li> <li>Purchasing and utilizing Company assets effectively and efficiently solely for the interest of the Company; and</li> <li>Reporting indications of violations in the utilization of Company assets.</li> </ul>
<p>Kesehatan dan Keselamatan Kerja</p> <p>Occupational Health and Safety</p>	<ul style="list-style-type: none"> <li>Menciptakan dan memelihara lingkungan kerja yang sehat dan aman, serta mencegah timbulnya potensi kecelakaan di tempat bekerja; dan</li> <li>Memahami dengan benar standar dan prosedur kesehatan dan keselamatan kerja yang diterapkan Perseroan.</li> <li>Building and maintaining a healthy and safe work environment, and preventing potential accidents at work; and</li> <li>Properly understanding the occupational health and safety standards and procedures applied by the Company.</li> </ul>
<p>Hubungan dengan Rekan Kerja</p> <p>Relationship with Co-Workers</p>	<ul style="list-style-type: none"> <li>Menjaga keharmonisan hubungan kerja tanpa memandang suku, ras, agama, jenis kelamin, dan perbedaan kelompok; serta</li> <li>Menjaga kewibawaan insan Perseroan baik di dalam maupun di luar Perseroan.</li> <li>Maintaining harmonious work relationship regardless of ethnicity, race, religion, gender, and group differences; and</li> <li>Maintaining the values of the Company's people both inside and outside the Company.</li> </ul>

## Pemberlakuan Kode Etik bagi Seluruh Level Organisasi

Kode Etik wajib dipatuhi oleh seluruh insan Perseroan dengan menandatangani Pernyataan Kepahaman yang dikoordinasi oleh Departemen *Human Resources*.

## Enforcement of Code of Ethics for All Organizational Levels

All Company's employees shall obey the Code of Ethics by signing a Statement of Understanding, which is coordinated by the Human Resources Department.

## Sanksi dan Jumlah Pelanggaran Kode Etik

Sanksi diberikan kepada setiap pihak yang terbukti melakukan pelanggaran Kode Etik berupa teguran, pemanggilan, pemotongan gaji, hingga pemutusan hubungan kerja. Pada tahun 2021, Departemen *Human Resources* tidak menerima laporan pelanggaran Kode Etik.

## Sanctions and Number of Code of Ethics Violation

Sanctions, in the form of a warning, summons, salary deductions, to termination of employment, will be subjected to each party who is proven to have violated the Code of Ethics. Throughout 2021, the Human Resources Department did not receive any Code of Ethics violations reports.

## Budaya Perusahaan Corporate Culture

Perseroan berupaya untuk terus menciptakan semangat kerja karyawan melalui penerapan Budaya Perusahaan/Nilai Perusahaan, yaitu "CREATe".

The Company strives to continue to create employee morale through the implementation of Corporate Culture/Corporate Values, namely "CREATe".




**C**



**CREATIVITY / KREATIVITAS**

Kemampuan untuk berkreasi secara berkualitas dan terus menerus dalam mencari gagasan dan cara baru guna memberikan hasil yang terbaik. Hal ini menjadi penting mengingat kreativitas yang tinggi, terutama dalam usaha pengadaan energi, sangat diperlukan dalam situasi kompetisi yang ketat.

The ability to create quality and continuous search for new ideas and ways to provide the best results. This becomes important considering that high creativity, especially in the energy procurement business, is highly necessary in an intense competitive situation.



**R**




**RESPECTABILITY / KEHORMATAN**

Kualitas dari kelayakan, ketepatan, etika, dan integritas untuk mendapatkan kepercayaan serta penghargaan dalam berusaha. Kehormatan secara positif diperlukan mengingat dunia investasi memerlukan kepercayaan tinggi dari investor serta mitra usaha.

The quality of worthiness, accuracy, ethics, and integrity to gain trust and appreciation in doing business. Honor is positively needed because the investment world requires high trust from investors and business partners.



**E**



**EXCELLENCE / KEUNGGULAN**

Upaya yang luar biasa dan konsisten dalam memberikan hasil serta menjalankan usaha dengan kualitas yang terbaik. Hal ini menjadi penting sebab produk dan jasa yang tidak mempunyai keunggulan tidak akan memiliki daya tarik bagi para mitra maupun calon mitra bisnis.

An extraordinary and consistent effort in delivering results and running business with the highest quality. This becomes important because products and services without any advantages will not attract partners or prospective business partners.




**A**



**ADAPTABILITY / KECOCOKAN**

Kemampuan untuk melakukan perubahan secara efektif guna menanggapi situasi yang berubah-ubah. Kemampuan ini diperlukan oleh Perseroan guna menyesuaikan diri dengan berbagai perubahan situasi dan kondisi, serta dengan berbagai macam rekanan/mitra.

The ability to make changes effectively to respond to changing situations. This ability is needed by the Company to adapt to various changes in situations and conditions, as well as with various partners.



**Te**



**TEAMWORK / KERJA SAMA**

Kemampuan bekerja sama dengan orang lain untuk mencapai target yang telah ditetapkan. Kerja sama yang baik di dalam organisasi maupun dengan organisasi mitra usaha sangat vital pengaruhnya dalam menghasilkan *output* Perseroan.

The ability to collaborate with others to achieve the set targets. Good collaboration within the organization and with business partner organizations has very vital influence on the delivery of the Company's output.



## Pengendalian Gratifikasi dan Komitmen Anti Korupsi

### Gratification Control and Anti-Corruption Commitment

#### Kebijakan Pengendalian Gratifikasi dan Anti Korupsi

Kebijakan terkait pengendalian gratifikasi dan komitmen anti korupsi tercantum dalam Kode Etik Perseroan yang wajib ditaati oleh seluruh insan perusahaan. Penerapan kebijakan ini bertujuan untuk menciptakan lingkungan kerja yang sehat dan nyaman, memberikan pemahaman atas dampak negatif tentang perilaku gratifikasi dan korupsi, serta menjalin hubungan baik dengan pelanggan dan mitra kerja. Implementasi tersebut dibuktikan dengan adanya perjanjian kerja yang disertai penandatanganan Pakta Integritas dengan mitra usaha dan pelanggan.

#### Sosialisasi Program Pengendalian Gratifikasi dan Komitmen Anti Korupsi

Sosialisasi program pengendalian gratifikasi dan komitmen terhadap anti korupsi dilakukan oleh Perseroan dengan adanya keterlibatan seluruh insan perusahaan. Pada tahun 2021, sosialisasi program tersebut dimuat dalam situs web Perseroan.

#### Gratification Control and Anti-Corruption Policy

Policy on gratification control and anti-corruption commitments are listed in the Company's Code of Ethics that must be complied with by all Company's employees. This policy implementation aims to create a healthy and comfortable work environment, increase understanding of the negative impacts of gratification and corruption, and build good relationships with customers and work partners. This implementation is proven by the signing of work agreement and Integrity Pact with business partners and customers.

#### Dissemination of Gratification Control Program and Anti-Corruption Commitment

Dissemination of the gratification control and anti-corruption commitment program is carried out by the Company with the involvement of all Company's employees. In 2021, the dissemination of the program was published on the Company's website.

## Perkara Penting dan Sanksi Administratif

### Significant Cases and Administrative Sanctions

#### Perkara Penting

Pada tahun 2021, Perseroan dan Entitas Anak serta Dewan Komisaris dan Direksi yang menjabat tidak menghadapi perkara penting dari pihak mana pun yang dapat menimbulkan dampak material, baik dalam permasalahan perdata maupun pidana.

#### Sanksi Administratif

Sepanjang 2021, Perseroan dan Entitas Anak serta anggota Dewan Komisaris dan Direksi tidak menerima sanksi administrasi dalam bentuk apapun.

#### Significant Cases

In 2021, the Company and its Subsidiaries as well as the incumbent Board of Commissioners and Board of Directors did not face any significant cases committed by any party that can have a material impact, both in civil and criminal matters.

#### Administrative Sanctions

Throughout 2021, the Company and its Subsidiaries as well as members of the Board of Commissioners and Board of Directors did not receive any administrative sanctions in any form.

## Sistem Pelaporan Pelanggaran Whistleblowing System

Sistem pelaporan pelanggaran (*whistleblowing system/ WBS*) merupakan sistem yang mampu **mengendalikan tindak pelanggaran Kode Etik** maupun **pelanggaran hukum** yang terjadi di lingkungan Perseroan.

The whistleblowing system (WBS) is a system that is able to **control violations of the Code of Ethics** and **legal violations** that occur within the Company.



Perseroan senantiasa memberikan **perlindungan terhadap pelapor dengan menjamin kerahasiaan identitas pelapor** sesuai dengan ketentuan peraturan yang berlaku untuk **menumbuhkan rasa aman bagi pelapor**.

The Company always provides **protection for whistleblowers by guaranteeing the confidentiality of the whistleblower's identity** by complying with the applicable regulations to foster **a sense of security for the whistleblower**.



**Jika menemukan tindak pelanggaran**, dapat dilaporkan kepada **Unit Kepatuhan** yang ditunjuk sebagai pihak pengelola melalui **telepon ataupun e-mail**. **Pengaduan akan diproses jika didukung dengan bukti** yang terverifikasi.

If a violation is found, the **whistleblower may contact the Compliance Unit** as the managing party **by phone or via email**. The complaint will be **processed if supported by verified evidence**.

**Pada tahun 2021, Perseroan tidak menerima pengaduan terkait pelanggaran baik di lingkungan Perseroan maupun di luar perusahaan.**

**Throughout 2021, the Company did not receive any whistleblowing, both within and outside the Company.**



# Tanggung Jawab Sosial dan Lingkungan

## Social and Environmental Responsibility



“Perseroan berupaya meminimalkan dampak dari pelaksanaan kegiatan usaha melalui berbagai program tanggung jawab sosial lingkungan (TJSL).”

“The Company seeks to minimize the impact of carrying out business activities through various social and environmental responsibility programs.”





## Tata Kelola Tanggung Jawab Sosial dan Lingkungan Social and Environmental Responsibility Governance

### Kebijakan TJSL

Sebagai perusahaan penyedia energi, kegiatan usaha yang dijalankan Perseroan menimbulkan berbagai dampak terhadap aspek ekonomi, sosial, dan lingkungan, khususnya di sekitar wilayah jaringan pipa gas. Oleh karena itu, Perseroan berupaya meminimalkan dampak tersebut melalui berbagai program tanggung jawab sosial lingkungan (TJSL) yang berpedoman pada:

1. Undang-Undang No. 8 Tahun 1999 tentang Perlindungan Konsumen;
2. Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan;
3. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
4. Peraturan Pemerintah No. 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas;
5. Peraturan Otoritas Jasa Keuangan No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik;
6. Pedoman CSR Bidang Lingkungan dari Kementerian Lingkungan Hidup; dan
7. ISO 26000:2010 tentang Pedoman Tanggung Jawab Sosial.

### Pengelola TJSL

Perseroan memiliki divisi khusus yang mengelola TJSL, yaitu Sekretaris Perusahaan. Divisi ini bertanggung jawab dalam perencanaan, pelaksanaan, evaluasi, dan pelaporan kegiatan-kegiatan TJSL yang dilakukan di sepanjang 2021. Meskipun demikian, kewenangan dan tanggung jawab pelaksanaan program TJSL juga diberikan kepada pimpinan di masing-masing *site* selama program tersebut masih sejalan dengan program TJSL yang dilakukan oleh Perseroan.

### CSER Policy

As an energy provider company, the business activities carried out by the Company have various impacts on economic, social, and environmental aspects, especially in the vicinity of the gas pipeline network. Therefore, the Company strives to minimize this impact through various social and environmental responsibility (CSER) based on:

1. Law No. 8 of 1999 on Consumer Protection;
2. Law No. 13 of 2003 on Manpower;
3. Law No. 40 of 2007 on Limited Liability Company;
4. Government Regulation No. 47 of 2012 on Social and Environmental Responsibility of Limited Liability Company;
5. Financial Services Authority Regulation No. 51/POJK.03/2017 on Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies;
6. CSR Guidelines for Environment from the Ministry of Environment; and
7. ISO 26000:2010 on Guidelines for Social Responsibility.

### CSER Manager

The Company has a special division that manages CSER, namely the Corporate Secretary. This division is responsible for planning, implementing, evaluating, and reporting CSER activities carried out throughout 2021. However, the authority and responsibility for implementing the CSER programs are also given to the leadership at each site, provided that the program is still in line with the Company's CSER programs.

## Tanggung Jawab Sosial Corporate Social Responsibility

Fokus utama pelaksanaan tanggung jawab sosial Perseroan tahun 2021, yakni pemenuhan hak-hak karyawan, pengembangan masyarakat sekitar, serta kepedulian terhadap pelanggan dan mitra usaha.

The Company's main focuses of the corporate social responsibility implementation in 2021 were fulfilling employee's rights, developing the surrounding community, and caring for customers and business partners.



## Pengelolaan Sumber Daya Manusia

Keberhasilan usaha suatu perusahaan tidak terlepas dari peran sumber daya manusia (SDM) yang berkompeten. Maka dari itu, Perseroan senantiasa mengelola SDM secara komprehensif, terarah, dan berfokus pada aspek-aspek ketenagakerjaan serta kesehatan dan keselamatan kerja, dengan berpedoman pada standarisasi OHSAS 18001:2007 dan ISO 45001:2018 tentang Sistem Manajemen Kesehatan dan Keselamatan Kerja.

### Ketenagakerjaan

Perseroan senantiasa menciptakan lingkungan kerja yang nyaman dan sehat untuk para karyawan. Komitmen tersebut dibuktikan dengan bentuk kepatuhan terhadap peraturan perundang-undangan, termasuk prinsip hak asasi manusia. Pelaksanaan program tanggung jawab sosial dijelaskan sebagai berikut.

#### 1. Kesetaraan Gender dan Kesempatan Kerja

Perseroan melakukan rekrutmen SDM secara profesional tanpa diskriminasi, baik suku, ras, status sosial, agama, gender, maupun difabel. Kesempatan kerja di Perseroan terbuka untuk semua pihak, proses rekrutmen dilakukan melalui 2 sumber, yaitu:

- a. Rekrutmen internal, bagi karyawan yang memiliki potensi dan prestasi untuk mengisi jabatan penting di Perseroan.
- b. Rekrutmen internal, bagi masyarakat yang dipublikasikan melalui berbagai media, seperti vendor penyalur tenaga kerja, situs pencarian kerja, serta dengan menjalin kerja sama dengan universitas terbaik di Indonesia.

#### 2. Pengembangan Kompetensi

Perseroan memfasilitasi seluruh insan Perseroan dalam berbagai program pengembangan kompetensi, seperti pelatihan, seminar, sosialisasi, dan lain-lain guna meningkatkan mutu, kemampuan, keterampilan, serta profesionalisme karyawan.

#### 3. Penilaian Kinerja

Penilaian kinerja SDM dilakukan menggunakan sistem pengukuran pencapaian target atau *key performance indicator* (KPI) yang dilakukan secara berkala. Hasil penilaian tersebut dijadikan sebagai acuan dalam menentukan besaran remunerasi, pemberian penghargaan, identifikasi kelemahan dan kesulitan yang dihadapi, serta penentuan rencana kerja untuk selanjutnya.

#### 4. Pengembangan Karier

Perseroan menyediakan program pengembangan karier bagi seluruh SDM, terutama yang memiliki penilaian kinerja terbaik. Melalui program ini, setiap karyawan diberi kesempatan untuk melakukan promosi jabatan atau mutasi jabatan yang disesuaikan dengan kondisi perusahaan.

## Human Resources Management

The Company's business success cannot be separated from the role of competent human resources (HR). Therefore, the Company always manages HR in a comprehensive, directed, and focused manner by covering aspects of employment as well as employees' health and safety, based on the standardization of OHSAS 18001:2007 and ISO 45001:2018 on Occupational Health and Safety Management Systems.

### Employment

The Company constantly creates a comfortable and healthy work environment for employees. This commitment is proven in the form of compliance with laws and regulations, including human rights principles. The implementation of the social responsibility programs is described as follows.

#### 1. Gender Equality and Job Opportunities

The Company recruits human resources professionally without discrimination, whether ethnicity, race, social status, religion, gender, or disabilities. Job opportunities in the Company are open to all parties, the recruitment process is carried out through 2 methods, namely:

- a. Internal recruitment, for potential and outstanding employees to fill important positions in the Company.
- b. Internal recruitment, for the public through various media, such as labor supplier vendors, job search sites, and in cooperation with the best universities in Indonesia.

#### 2. Competency Development

The Company facilitates various competency development programs to all of its employees, such as training, seminars, dissemination, and others to improve their quality, abilities, skills, and professionalism.

#### 3. Performance Assessment

HR performance assessment is regularly assessed through a target performance measurement system or key performance indicator (KPI). The performance assessment results are then used as a reference in determining the amount of remuneration given, awarding, identifying the weaknesses and difficulties faced, as well as preparing a work plan for the next period.

#### 4. Career Development

The Company provides career development programs for all HR, especially those with the best performance assessments. Through this program, every employee is given the opportunity of a job promotion or transfer that is adapted to the Company's conditions.

## 5. Remunerasi

Besaran remunerasi yang diberikan berpedoman pada Undang-Undang No.11 Tahun 2020 terkait Ketenagakerjaan dan peraturan turunannya.

## 6. Hak Cuti

Perseroan memberikan hak cuti kepada seluruh karyawan, dengan ketentuan sebagai berikut.

## 5. Remuneration

The amount of remuneration given is in accordance with Law No. 11 of 2020 on Manpower and its derivative regulations.

## 6. Leave Rights

The Company grants leave rights to all employees, under the following conditions.



## Kesehatan dan Keselamatan Kerja

Implementasi keterlibatan Perseroan terkait tanggung jawab di bidang kesehatan dan keselamatan kerja (K3) dilakukan melalui program berikut.

### 1. Kesehatan

- a. Menyediakan fasilitas dan perlengkapan olahraga yang memadai dalam rangka mendukung pelaksanaan kegiatan olahraga karyawan yang dilakukan secara rutin; dan
- b. Melaksanakan *medical check up* secara berkala, yaitu setahun sekali untuk seluruh karyawan.

Selain itu, Perseroan juga telah memiliki kebijakan terkait protokol kesehatan yang wajib ditaati oleh seluruh insan perusahaan guna memutus penyebaran *corona virus disease* (Covid-19). Kebijakan tersebut disusun berdasarkan Surat Edaran Menteri Kesehatan Republik Indonesia No. HK.02.01/Menkes/216/2020 tentang Protokol Pencegahan Penularan *Corona Virus Disease* (Covid-19) di Tempat Kerja.

### 2. Keselamatan Kerja

- a. Melakukan sosialisasi mengenai kesehatan dan keselamatan kerja (K3) secara rutin;
- b. Melakukan *site visit* oleh manajemen secara berkala di setiap triwulan;
- c. Melaksanakan *safety meeting* di setiap area operasional secara berkala;
- d. Melakukan pemeriksaan K3 oleh Unit QHSE setiap bulan;

## Occupational Health and Safety

The implementation of the Company's involvement related to responsibilities in occupational health and safety is carried out through the following programs.

### 1. Health

- a. Providing adequate sports facilities and equipment in order to support the employees' regular sports activities; and
- b. Conducting regular medical check-ups, once a year for all employees.

Furthermore, the Company has formulated policies related to health protocols that must be adhered to by all company employees in order to break the chain of coronavirus disease (Covid-19) spread. The policies are prepared according to the Circular of the Minister of Health of the Republic of Indonesia No. HK.02.01/Menkes/216/2020 on the Protocol for the Prevention of Coronavirus Disease (Covid-19) Transmission in the Workplace.

### 2. Occupational Safety

- a. Disseminating information on occupational health and safety (OHS) regularly;
- b. Conducting site visits by the management periodically every quarter;
- c. Holding safety meetings in each operational area regularly;
- d. Examining OHS by QHSE units monthly;



- e. Melakukan pemeriksaan pada Unit QHSE untuk memastikan pelaksanaan telah sesuai prosedur K3;
  - f. Memantau area kerja seperti di kantor pusat, kantor Entitas Anak ataupun *warehouse* lokasi operasional perusahaan; serta
  - g. Menyediakan sarana keselamatan kerja, seperti:
    - 1) Ruang P3K dan perlengkapannya, meliputi kotak P3K, tandu, dan kursi roda;
    - 2) Alat pemadam kebakaran api ringan (APAR) dan *fire hydrant*; dan
    - 3) Jalur evakuasi dan titik kumpul.
- e. Examining QHSE unit to ensure that the implementation is in line with OHS procedures;
  - f. Monitoring work areas such as the head office, Subsidiary offices, or warehouses at the Company's operational locations; and
  - g. Providing occupational safety facilities, such as:
    - 1) First aid room and supplies, including first aid kit, stretcher, and wheelchair;
    - 2) Fire extinguisher (APAR) and fire hydrant; and
    - 3) Evacuation routes and assembly point.

#### Saluran Pengaduan Masalah

Perseroan menyediakan sarana pengaduan terkait pengelolaan SDM yang dikelola melalui Departemen *Human Resources*. Pengaduan yang diterima akan ditindaklanjuti dengan cepat secara profesional serta terhindar dari adanya diskriminasi dalam bentuk apapun.

### Pengembangan Masyarakat

Perseroan secara aktif ikut berpartisipasi dalam pengembangan sosial dan kemasyarakatan, khususnya bagi masyarakat di sekitar wilayah operasional. Pelaksanaan program pengembangan sosial dan masyarakat meliputi:

1. Penggunaan tenaga kerja lokal;
2. Perbaikan sarana dan prasarana sosial;
3. Pemberdayaan ekonomi masyarakat; serta
4. Donasi lainnya.

#### Saluran Pengaduan Masalah

Masyarakat dapat menyampaikan pengaduan kepada Perseroan apabila terjadi tindakan yang menyimpang dari etika perilaku dan etika usaha. Pengaduan tersebut dapat disampaikan kepada Sekretaris Perusahaan melalui kontak informasi yang tersedia di situs web Perseroan. Laporan yang diterima akan segera ditindaklanjuti secara responsif dan cepat serta disesuaikan dengan jenis keluhan yang disampaikan.

### Kepedulian terhadap Pelanggan

Perseroan berupaya memberikan produk dan pelayanan terbaik bagi pelanggan sehingga dapat terus terjalin kerja sama jangka panjang. Terkait hal tersebut, Perseroan berupaya memastikan seluruh rangkaian proses produksi sudah sesuai dengan standar ISO 9001:2015 tentang Sistem Manajemen Mutu untuk menjamin kualitas produk yang dihasilkan.

Program kepedulian kepada pelanggan yang dilaksanakan Perseroan diungkapkan sebagai berikut.

#### Complaint Channel

The Company provides a complaint channel related to HR management managed through the Human Resources Department. Complaints received will be followed up quickly in a professional manner and avoid discrimination in any form.

### Community Development

The Company actively participates in social and community development, particularly for communities around its operational areas. The implementation of social and community development programs includes:

1. Use of local workforce;
2. Repair of social facilities and infrastructures;
3. Community economic empowerment; and
4. Other donations.

#### Complaint Channel

The community is allowed to submit complaints to the Company if there are actions that deviate from ethical behavior and business ethics. The complaint can be submitted to the Corporate Secretary through the contact information available on the Company's website. Reports received will be immediately followed up in a responsive and fast manner and adapted to the type of complaint submitted.

### Concern for Customers

The Company strives to provide customers with the best products and services to sustain long-term cooperation. In this regard, the Company always to ensure that the entire series of production processes are in accordance with the ISO 9001:2015 standard on Quality Management System to guarantee the product quality.

The customer care program implemented by the Company is described as follows.

Program Program	Implementasi Implementation
Kesehatan dan Keselamatan Pelanggan  Customer's Health and Safety	<ul style="list-style-type: none"> <li>• Menyelenggarakan <i>gas safety and operation awareness</i> kepada pelanggan secara rutin;</li> <li>• Melakukan sosialisasi yang berhubungan dengan K3; serta</li> <li>• Melakukan pemeriksaan di seluruh situs jaringan aset dan fasilitas pipa gas.</li> <li>• Carrying out gas safety and operation awareness to customers on a regular basis;</li> <li>• Disseminating information related to K3; and</li> <li>• Examining all sites of gas pipeline network assets and facilities.</li> </ul>
Informasi Barang dan/atau Jasa  Information of Goods and/or Services	<ul style="list-style-type: none"> <li>• Menemui pelanggan yang diwakili oleh Unit <i>Sales</i>; serta</li> <li>• Melakukan survei atas kebutuhan pelanggan.</li> <li>• Meeting customers represented by the Sales Unit; and</li> <li>• Conducting survey on customer's needs.</li> </ul>

### Survei Kepuasan Pelanggan

Survei kepuasan pelanggan dilakukan oleh Unit *Sales* dalam rangka mengetahui tingkat kepuasan pelanggan. Indikator yang digunakan, meliputi penanganan pengaduan, penyaluran gas, tindak lanjut setelah penjualan, kualitas produk, aspek pendukung teknis, penanganan kegiatan operasional, pembayaran, dan komunikasi.

### Saluran Pengaduan Masalah

Perseroan senantiasa memberikan kebebasan bagi pelanggan untuk menyampaikan keluhan, saran, dan masukan terkait produk dan layanan yang diberikan. Keluhan tersebut dapat disampaikan melalui *e-mail*, telepon, ataupun surat yang ditujukan kepada Unit *Sales*. Laporan pengaduan yang diterima akan langsung ditindak lanjuti secara responsif, cepat, dan baik.

### Customer Satisfaction Survey

The customer satisfaction survey is conducted by the Sales Unit in order to determine the customer satisfaction level. The indicators used include complaint handling, gas delivery, follow-up after sales, product quality, technical supporting aspects, operational activity handling, payments, and communications.

### Complaint Mechanism

The Company always gives freedom to the customers to submit complaints, suggestions, and inputs related to the provided products and services. These complaints may be submitted via email, telephone, or letter addressed to the Sales Unit. Complaint reports received will be immediately followed up in a responsive, fast, and appropriate manner.

## Pengelolaan Hubungan dengan Mitra Usaha

Perseroan berkomitmen untuk melaksanakan pengadaan barang dan jasa sesuai dengan standar tata kelola yang baik guna terjaganya hubungan dengan mitra usaha atau pemasok. Perseroan menjaga pemenuhan kewajiban dan hak di antara kedua belah pihak sehingga hubungan kerja sama dapat saling menguntungkan.

### Saluran Pengaduan Masalah

Pelanggaran dapat terjadi antara Perseroan dan mitra usaha, jika terdapat salah satu pihak yang melakukan pelanggaran kontrak kerja sama. Apabila hal itu terjadi, pelanggaran dapat dilaporkan kepada pihak eksternal dan internal perusahaan. Pihak pengelola, yaitu Manajemen Perseroan, akan melakukan verifikasi dan validasi pada pelaporan yang telah disampaikan sesuai dengan ketentuan perundang-undangan yang berlaku.

## Relationship Management with Business Partners

The Company is committed to procuring goods and services according to the good governance standards in order to maintain relationships with business partners or suppliers. The Company maintains the fulfillment of obligations and rights between the two parties, thus, the cooperative relationship can be mutually beneficial.

### Complaint Mechanism

Violations may occur between the Company and its business partners if one of the parties violates the cooperation contract. In such case, the violation may be reported to the Company's external and internal parties. The management party, namely the Company's Management, will then verify and validate the submitted reports according to the provisions of the applicable laws and regulations.



# Tanggung Jawab Lingkungan Environmental Responsibility

Perseroan berupaya meminimalkan dampak kerusakan lingkungan yang timbul sebagai akibat dari aktivitas operasional perusahaan. Maka dari itu, berbagai program pengelolaan lingkungan hidup dilaksanakan Perseroan dengan menerapkan standar ISO 14001:2015 tentang Sistem Manajemen Lingkungan yang disertifikasi secara berkala.

The Company strives to minimize the impact of environmental damage that arises due to the Company's operational activities. Therefore, the Company organizes various environmental management programs by implementing the ISO 14001:2015 standard on Environmental Management System, which is certified regularly.

Program pelaksanaan CSR di bidang lingkungan hidup meliputi sebagai berikut.

The environment-related CSR programs include the following.

## 1. Penggunaan Material dan Energi Ramah Lingkungan

## 1. Use of Environmentally Friendly Materials and Energy

Program Program	Komitmen Perseroan Company's Commitment
Penggunaan Kertas Use of Paper	Mengimbuu seluruh karyawan untuk bijak dalam menggunakan kertas dengan cara: <ul style="list-style-type: none"> <li>• Memaksimalkan penggunaan surat elektronik (<i>e-mail</i>) sebagai media informasi dan komunikasi; dan</li> <li>• Memanfaatkan kertas bekas <i>print</i> yang tidak digunakan sebagai catatan.</li> </ul> Urging all employees to use paper wisely by: <ul style="list-style-type: none"> <li>• Maximizing the use of email for information and communication; and</li> <li>• Reusing printed papers for taking notes.</li> </ul>
Penghematan Listrik Electricity Saving	<ul style="list-style-type: none"> <li>• Menggunakan lampu <i>light emitting diode</i> (LED);</li> <li>• Mematikan penyejuk ruangan, komputer atau laptop, serta perangkat elektronik lainnya saat tidak digunakan; dan</li> <li>• Mengimbuu pelaksanaan rapat dengan pihak eksternal secara daring untuk mengurangi bahan bakar yang digunakan untuk kendaraan.</li> </ul> <ul style="list-style-type: none"> <li>• Using light emitting diode (LED) lamps;</li> <li>• Turning off air conditioners, computers, laptops, and other electronic devices when not in use; and</li> <li>• Calling for online meetings with external parties to reduce the fuel used for vehicles.</li> </ul>
Penghematan Air Water Saving	<ul style="list-style-type: none"> <li>• Melakukan perbaikan dan penggantian meteran air yang rusak;</li> <li>• Melakukan pengecekan secara berkala terhadap kondisi keran, urinoir, <i>shower</i>, dan toilet sehingga apabila ada kerusakan dapat menghindari terjadinya kebocoran yang dapat membuang-buang air;</li> <li>• Melalui brosur atau stiker yang di sebar di seluruh unit kerja, Perseroan mengajak karyawan untuk melakukan penghematan air dengan cara:                             <ul style="list-style-type: none"> <li>- Menggunakan air sesuai dengan kebutuhan; dan</li> <li>- Menutup kran air apabila tidak digunakan.</li> </ul> </li> </ul> <ul style="list-style-type: none"> <li>• Repairing and changing broken water meters;</li> <li>• Checking water tap, urinal, shower, and toilet condition periodically in order to avoid waste of water when the equipment is broken;</li> <li>• Distributing brochures and stickers across all Company's work units to remind employees to save water by:                             <ul style="list-style-type: none"> <li>- Using water according to needs; and</li> <li>- Closing water taps when not in use.</li> </ul> </li> </ul>

## 2. Sistem Pengelolaan Limbah

Perseroan menyadari bahwa kegiatan operasional yang dilakukan Perseroan menghasilkan limbah dan efluen, baik yang mengandung bahan berbahaya dan beracun (B3) maupun non-B3. Maka dari itu, Perseroan secara konsisten mengelola limbah dan efluen yang disesuaikan dengan standar yang berlaku serta menerapkan prinsip 3R (*reduce, reuse, dan recycle*). Adapun upaya penghematan kertas dilakukan Perseroan dengan mengimbuu seluruh karyawan untuk bijak dalam menggunakan kertas dengan cara memaksimalkan penggunaan surat elektronik (*e-mail*) sebagai media informasi dan komunikasi dan memanfaatkan kertas bekas *print* yang tidak digunakan sebagai catatan.

## 2. Waste Management System

The Company realizes that its operational activities produce waste and effluent, both containing hazardous and toxic materials (B3) and non-B3 materials. Therefore, the Company consistently manages waste and effluent in accordance with applicable standards and applies the 3R principles (*reduce, reuse, and recycle*). The Company's efforts to save paper are carried out by urging all employees to be wise in using paper by maximizing the use of electronic mail (*e-mail*) as a medium of information and communication and by utilizing used printed paper that is not used as notes.

### 3. Pengelolaan dan Pemantauan Lingkungan Hidup

Perseroan secara konsisten melaporkan pengelolaan lingkungan hidup (UKL) dan upaya pemantauan lingkungan (UPL) kepada pihak regulator sebagai bukti bahwa limbah yang dihasilkan dari aktivitas operasional telah dikelola dengan baik dan benar. UKL dan UPL dilakukan dengan menguji emisi udara, mengamati kondisi limbah, dan mengamati tingkat kebisingan di area operasional Perseroan.

#### Saluran Pengaduan Masalah

Masyarakat dapat menyampaikan pengaduan terkait pencemaran lingkungan, apabila secara terbukti dilakukan, yang dapat disampaikan kepada Departemen *Health, Safety, and Environment System* (HSE). Laporan pengaduan yang diterima akan ditindaklanjuti secara cepat dan disesuaikan dengan ketentuan perundang-undangan yang berlaku.

### 3. Environmental Management and Monitoring

The Company consistently reports the environmental management efforts (UKL) and environmental monitoring efforts (UPL) to regulators as evidence that waste generated from its operational activities has been well managed. UKL and UPL are conducted by testing air emissions, observing waste conditions, and observing noise levels in the Company's operational areas.

#### Complaint Channel

If it is proven, the community may submit complaints related to environmental pollution, which can be submitted to the Health, Safety, and Environment System (HSE) Department. Complaint reports received will be followed up quickly and adjusted to the provisions of the prevailing laws and regulations.

**Penjelasan lengkap mengenai kebijakan dan program TJSJL Perseroan di tahun 2021 diungkapkan dalam Laporan Keberlanjutan yang disusun secara terpisah dari Laporan Tahunan ini.**  
**A complete description of the Company's CSER policies and programs throughout 2021 is disclosed in the Sustainability Report, which is prepared separately from this Annual Report.**



# Laporan Keuangan Konsolidasian

## Consolidated Financial Statements



# 2021

Laporan Tahunan  
Annual Report



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