

BE BRAVE TOGETHER WE TOUGH



SANGGAHAN DAN BATASAN TANGGUNG JAWAB

Disclaimer



PT Kereta Commuter Indonesia menyajikan Laporan Tahunan untuk tahun buku 2021 yang berisi pernyataan tentang kondisi keuangan, hasil operasional, kebijakan strategis, proyeksi, serta tujuan Perseroan yang dijalankan selama satu tahun dalam peraturan perundang-undangan yang berlaku. Pernyataan tersebut memiliki prospek risiko serta ketidakpastian karena informasi yang disajikan bersifat dinamis sesuai perkembangan aktual yang ada.

Pernyataan-pernyataan tersebut dibuat berdasarkan asumsi yang diperoleh setelah melakukan kajian yang rinci terhadap kondisi Perseroan terkini dan di masa yang akan datang. Perseroan tidak menjamin bahwa dokumen-dokumen yang telah dipastikan keabsahannya akan membawa hasil tertentu sesuai harapan. Dalam Laporan Tahunan 2021 ini, kata "Perseroan" dan "Perusahaan" digunakan untuk menyebut PT Kereta Commuter Indonesia selaku Perusahaan yang bergerak dalam bidang industri transportasi secara utuh.

PT Kereta Commuter Indonesia presents the 2021 fiscal year Annual Report which contains statements on financial condition, operational results, strategic policies, projections, and objectives of the Company which has been implemented within the period of one year in the applicable laws and regulations. These statements have prospects of risks and uncertainties due to the dynamic nature of the information for the actual development.

These statements are made based on assumptions obtained after conducting a detailed study of the current and future conditions of the Company. The Company does not guarantee that documents with confirmed validity will bring certain results as expected. In this 2021 Annual Report, the word "Company" refers to PT Kereta Commuter Indonesia as a Company engaging in the transportation industry as a whole.

KESINAMBUNGAN TEMA

Theme Continuity



A Transformation for Greater Service

2017

Pada tahun 2017, Perseroan mencatat *milestone* baru melalui perubahan nama dari PT Kereta Commuter Jabodetabek (KCJ) menjadi PT Kereta Commuter Indonesia (KAI Commuter) yang menandai transformasi perluasan rentang jangkauan layanan. Seiring dengan perubahan nama tersebut, Perseroan hadir sebagai penyedia layanan komuter, tidak hanya di wilayah Jabodetabek tetapi memproyeksikan rentang jangkauan hingga seluruh wilayah Indonesia. Realisasi perluasan jangkauan pada tahun 2017 meliputi Stasiun Rangkasbitung dan Stasiun Cikarang yang diikuti oleh pembukaan stasiun di beberapa wilayah sekitar Jabodetabek antara lain Stasiun Citeras, Bekasi Timur, Tambun, Cibitung dan Angke. Untuk memastikan keandalan layanan komuter yang diberikan, Perseroan juga terus melakukan berbagai inovasi serta modernisasi layanan KRL Commuter Line, serta perbaikan pelayanan kepada pengguna pada tahun 2017, termasuk pembangunan Jembatan Penyeberangan Orang (JPO) dan *underpass*. Selain fokus pada perbaikan fasilitas, konektivitas antar-moda angkutan dan keselamatan pengguna, Perseroan juga berhasil menurunkan tingkat gangguan dan kelambatan KRL. Langkah untuk terus memperbaiki fasilitas dan pelayanan merupakan komitmen nyata Perseroan dalam mendukung *Transport Oriented Development* (TOD) yang dilaksanakan oleh Pemerintah menuju integrasi antar-moda transportasi di Indonesia.

The Company marked a new milestone in 2017 by transforming the name from PT Kereta Commuter Jabodetabek (KCJ) into PT Kereta Commuter Indonesia (KAI Commuter) representing transformation of service coverage expansion. In line with the name changing, the Company is operated as a commuter service provider not only in Jabodetabek Area but projecting the service coverage across Indonesian region. Realization of the coverage expansion in 2017 has covered Rangkasbitung Station and Cikarang Station followed by opening stations in Jabodetabek area, such as Citeras, Bekasi Timur, Tambun, Cibitung and Angke Stations. To guarantee reliability of provider commuter services, the Company also continuously innovates and modernizes KRL Commuter Line services and improves services to the users throughout 2017, including building Passenger Walking Bridge (JPO) and *underpass*. Besides focusing on facilities improvement, connectivity among transportation modes and users' safety, the Company also successfully reduced level of KRL disruption and late schedule. The initiatives of continuous improvement on the facilities and services reflect the Company's concrete commitment in supporting Transport Oriented Development (TOD) initiated by the Government towards inter-modes transportation integration in Indonesia.



Achieving Success Beyond Boundaries

2018

Setelah melakukan transformasi, Perseroan terus berkomitmen memberikan pelayanan terbaik bagi seluruh *stakeholders* dengan melakukan berbagai inovasi, meningkatkan fasilitas, serta melanjutkan integrasi moda transportasi. Segala tantangan, rintangan, dan batasan yang akan dihadapi merupakan motivasi bagi Perseroan dalam meraih keberhasilan dan kesuksesan di masa depan.

After the transformation, the Company continues its commitment to providing the best service to all stakeholders by conducting various innovations, improving facilities, and continuing the integration of transportation modes. All kind of challenges, obstacles, and limits that will be encountered are the motivations for the Company in achieving success and accomplishment in the future.

KESINAMBUNGAN TEMA

Theme Continuity



Moving Forward for Swift Integrated Mobility

2019

Kereta *commuter* milik KAI Commuter kini menjadi sarana transportasi terbaik yang digunakan oleh para penumpang transportasi umum. Jalur kereta *commuter* yang terintegrasi mulai dari Cikarang, Rangkasbitung, Tanjung Priok, Jakarta Kota hingga Bogor memberikan kemudahan bagi penumpang untuk menunjang tingkat mobilitas dan produktivitas yang tinggi. Dengan demikian, KAI Commuter terus memberikan inovasi-inovasi di tiap titik pelayanan stasiun terintegrasi. Pembangunan ruang-ruang menyusui dan juga penghijauan di area stasiun merupakan beberapa poin dari keseluruhan inovasi yang dicanangkan KAI Commuter. Pencapaian ini membawa KAI Commuter menerima berbagai penghargaan atas kualitas layanan yang diberikan dan juga memberikan pencapaian yang melebihi target yang ditetapkan oleh Perseroan di awal tahun.

Penguatan dalam Proses penerapan *Good Corporate Governance* (GCG) juga menjadi salah satu pengembangan layanan yang dilakukan oleh Perusahaan. KAI Commuter siap untuk menunjang mobilitas cepat dan juga siap untuk menjadi sarana transportasi darat terbaik pilihan penumpang Indonesia.

PT KCI commuter trains are now being the best transportation choice by the public transport passengers. Integrated commuter rail lines ranging from Cikarang, Rangkasbitung, Tanjung Priok, Jakarta Kota to Bogor provide convenience for passengers to support high levels of mobility and productivity. KAI Commuter continues to provide innovations at every point of the integrated station service. The development of nursing rooms and also reforestation in the station area were few points from the overall innovation proclaimed by KAI Commuter. This achievement brought KAI Commuter to receive various awards for the quality of the services provided and also provide an achievement that has been set by the Company in the early years.

Strengthening in the implementation process of *Good Corporate Governance* (GCG) is also one of the service developments undertaken by the Company. KAI Commuter is ready to support fast mobility and also ready to be the best ground transportation option for Indonesian passengers



Spinning the Limit to Win from Pandemic

2020

Menghadapi tantangan dinamika bisnis yang *extraordinary* dari situasi pandemi, Kereta Commuter Indonesia senantiasa memberdayakan dan memperkuat sumber daya yang dimiliki. Seluruh elemen Perseroan mengerahkan upaya terbaiknya dalam mengakomodasi mobilitas masyarakat dengan layanan yang aman, berkualitas, dan dapat diandalkan, sehingga perekonomian Indonesia tetap berjalan. Perseroan tetap beroperasi melayani tren penumpang harian yang meningkat dari tahun sebelumnya menjadi 425.428 penumpang per hari atau 997 perjalanan RRL per hari. Setiap perjalanan dilakukan dengan penerapan Protokol Kesehatan yang sangat ketat sehingga penumpang merasa aman saat melakukan perjalanan dengan transportasi publik.

Dari upaya yang dilakukan, Kereta Commuter Indonesia berhasil memenangkan kompetisi di tengah pandemi. Pada akhir tahun 2020, Perseroan mencatatkan laba sebesar Rp77.685.981.998, atau termasuk pencapaian tertinggi di industri transportasi di tengah situasi pandemi. Perseroan juga meraih peningkatan *Customer Satisfaction Index* sebesar 2,8% yang menegaskan kapasitas Kereta Commuter Indonesia sebagai entitas adaptif dan resilien di kondisi yang penuh tantangan.

Facing extraordinary business dynamics from the pandemic situation, Kereta Commuter Indonesia strives to optimize and strengthen its resources. All the Company's elements exert their best efforts to accommodate public's mobility with safe, quality, and reliable services. We are armed with the ultimate vision to empower the course of the Indonesian economy. The Company continues its operation with the trend of daily passengers reaching 425,428 passengers per day or 997 RRL trips per day, higher than the previous year. Each trip is safeguarded with the implementation of very strict Health Protocols to provide a sense of safety for public transportation passengers.

As the result, Kereta Commuter Indonesia managed to win the pandemic. By the end of 2020, the Company recorded profit of Rp77,685,981,998, the highest achievement in the transportation industry amidst the pandemic situation. The Company also recorded a higher Customer Satisfaction Index of 2.8%, which confirms our capacity as an adaptive and resilient entity in challenging conditions.

KESINAMBUNGAN TEMA

Theme Continuity



2021

Be Brave, Together We Tough

Dengan adanya dampak pandemi Covid-19 yang belum pulih secara menyeluruh pada tahun 2021 membuat KAI Commuter melakukan kebijakan-kebijakan strategis yang dapat membangun dampak positif kepada seluruh stakeholders untuk tetap memberikan layanan yang optimal dalam ketidakpastian ekonomi. Komitmen Perseroan dalam memberikan layanan terbaik ditengah pandemi mendapatkan hasil yang positif dengan pencatatan Realisasi laba bersih sebesar Rp285.192.354.523 dari program RKAP 2021 sebesar Rp253.376.980.152 atau dengan pencapaian sebesar 113%.

KAI Commuter berhasil mencatat realisasi volume penumpang sebesar 73% dan pendapatan angkutan penumpang sebesar 79% dibandingkan program RKAP tahun 2021. Perseroan juga terus berkomitmen untuk menerapkan prinsip-prinsip *Good Corporate Governance* (GCG) secara keseluruhan terbukti dengan skor self-assessment GCG KAI Commuter yang mendapatkan skor 85,99 pada tahun 2021.

KAI Commuter terus melakukan pengembangan dalam menjalankan operasional bisnisnya selama tahun 2021 dengan konsisten dengan usaha maksimal untuk selalu memberikan layanan optimal kepada pengguna commuterline serta stakeholders lainnya. Dengan penerapan strateg-strategi yang tepat, KAI Commuter memiliki visi mewujudkan jasa angkutan kereta api komuter yang menjadi solusi ekosistem transportasi urban terbaik untuk Indonesia.

With the impact of the Covid-19 pandemic which has not fully recovered in 2021, KAI Commuter made strategic policies to create a positive impact for all stakeholders in an effort to keep providing optimal services amidst the economic uncertainties. The Company's commitment to providing the best service in the midst of the pandemic has obtained positive results with the realization of net income accumulated to Rp285,192,354,523, a 113% achievement from the 2021 RKAP program of Rp253,376,980,152.

KAI Commuter has successfully realized a passenger volume of 73% and passenger transportation revenue of 79% from the 2021 RKAP program. The Company also keeps its commitment to implementing the principles of *Good Corporate Governance* (GCG) comprehensively which can be seen in the KAI Commuter GCG self-assessment score of 85.99 in 2021.

KAI Commuter continues to develop its business operations throughout 2021 consistently with maximum efforts to always provide optimal services to commuter users and other stakeholders. With the implementation of the appropriate strategy, KAI Commuter has set a vision of realizing commuter rail transportation services that are the best urban transportation ecosystem solution for Indonesia.

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Board of Commissioners and Board of Directors Statement of Accountability for 2021 Integrated Report of PT Kereta Commuter Indonesia

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Kilas Kinerja

Performance Highlights

01

KAI Commuter berhasil mencatat realisasi volume penumpang sebesar 73% dan pendapatan angkutan penumpang sebesar 79% dibandingkan program RKAP tahun 2021

KAI Commuter has successfully realized a passenger volume of 73% and passenger transportation revenue of 79% from the 2021 RKAP program.



KILAS KINERJA

Performance Highlights

Laba Tahun Berjalan

Profit for the Year



Rp285,19
miliar / billion

Laba tahun 2021 mengalami kenaikan dari tahun sebelumnya sebesar **267,11%**.

Profit in 2021 has increased from the previous year by **267.11%**.

Aset

Asset



Rp2,30
triliun / trillion

Total Aset tahun 2021 mengalami kenaikan dari tahun sebelumnya sebesar **25,59%**.

Total Assets in 2021 increased from the previous year by **25.59%**.

Jumlah Penumpang Rata-rata per Hari

Total Average Passengers per Day

359.311

Penumpang per hari / Passengers per day

Total Perjalanan Commuterline Tahun 2021

Total commuterline Trips in 2021

369.414

Perjalanan / Trips

Total Jumlah Penumpang

Total Passengers



Pada tahun 2021, total penumpang yang menggunakan jasa Perseroan yakni sebanyak **131.148.587** orang.

In 2021, the total number of passengers using the Company's services was **131,148,587** passengers.

Jumlah Jangkauan Rute

Total Route Coverage



15.291.910 Km

Jumlah Kilometer KA Penumpang

Total Kilometers of Passenger Train



4.673.587.646 Km

Pendapatan

Revenue



Rp2,40
triliun / trillion

Total Pendapatan pada 2021 mengalami kenaikan dari tahun sebelumnya sebesar **27,15%**.

Total Revenue in 2021 has increased from the previous year by **27.15%**.

KILAS KINERJA

Performance Highlights

Jumlah Penghargaan
Total Awards



25

Jumlah Loop
Total Loops



101

Tingkat Kesehatan Perusahaan

Company Soundness Level



Berdasarkan perhitungan menurut Keputusan Menteri BUMN No: KEP-100/MBU/2002, **"Sehat AAA"** dengan nilai **96,50** dari target **97,50**.

Based on calculations according to the Decree of the Minister of SOE No: KEP-100/MBU/2002, **"Sound AAA"** with a score of **96.50** from the target of **97.50**

Jumlah Pegawai
Total Employees



2.586

Orang / Employees

Jumlah Stasiun

Total Stations



105

Stasiun / Stations

Indeks Kepuasan Pelanggan

Customer Satisfaction Index



4,5

dari 5 / out of 5

Jumlah Okupansi Dinamis

Total Dynamic Occupancy



21,2%

Skor Assesment GCG

GCG Assessment Score



85,99%

dengan predikat "SANGAT BAIK" with the predicate of "EXCELLENT"

IKHTISAR KEUANGAN

Financial Highlights

(dalam jutaan Rupiah / in millions of Rupiah)

Uraian / Description	2021	2020	2019	2018	2017
Pendapatan / Revenue	2.398.802	1.886.624	2.741.595	2.537.731	2.722.469
Beban Pokok Pendapatan / Cost of Revenue	(1.539.065)	(1.403.659)	(1.881.533)	(1.809.872)	(1.574.558)
Laba Kotor / Gross Profit	859.736	482.966	860.062	727.859	1.147.911
Beban Umum dan Administrasi / General and Administrative Expenses	(480.174)	(351.354)	(539.069)	(618.451)	(484.869)
Laba Usaha / Operating Income	379.563	131.611	320.994	109.408	663.042
Pendapatan (Beban) Lain-Lain / Other Income (Expenses)	(13.132)	(16.817)	22.068	(525.502)	877
Beban Pajak / Tax Expenses	(81.238)	(37.109)	91.133	(106.782)	(168.610)
Laba Bersih / Net Profit	285.192	77.686	251.930	(309.311)	495.310
Laba Bersih per Saham Dasar (ribuan Rupiah) / Net Profit per Basic Share (in thousands of Rupiah)	1.237	337	1.093	(1.342)	2.149
EBITDA	493.651	241.506	460.957	(344.446)	782.705

IKHTISAR POSISI KEUANGAN

Financial Position Highlights

(dalam jutaan Rupiah / in millions of Rupiah)

Uraian / Description	2021	2020	2019	2018	2017
Aset / Assets					
Aset Lancar / Current Assets	1.445.516	936.606	932.093	752.646	1.322.137
Aset Tetap-Bersih / Fixed Assets - Net	724.871	770.923	781.838	674.671	619.298
Aset Tidak Berwujud / Intangible Assets	1.298	2.596	3.894	6.899	3.415
Aset Tidak Lancar Lainnya / Other Non-Current Assets	133.138	128.081	100.518	135.605	48.387
Jumlah Aset / Total Assets	2.304.822	1.835.206	1.818.342	1.569.821	1.993.238

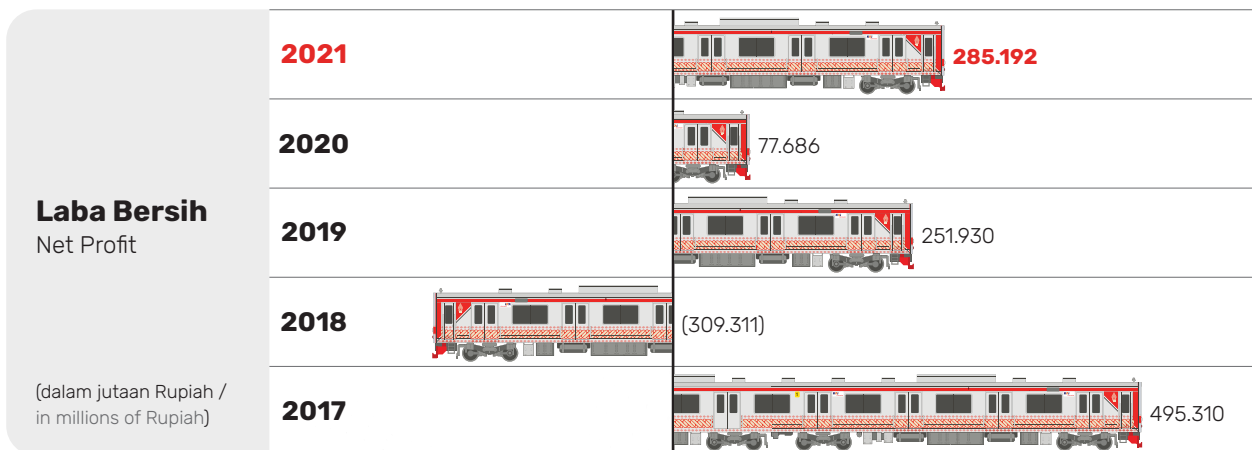
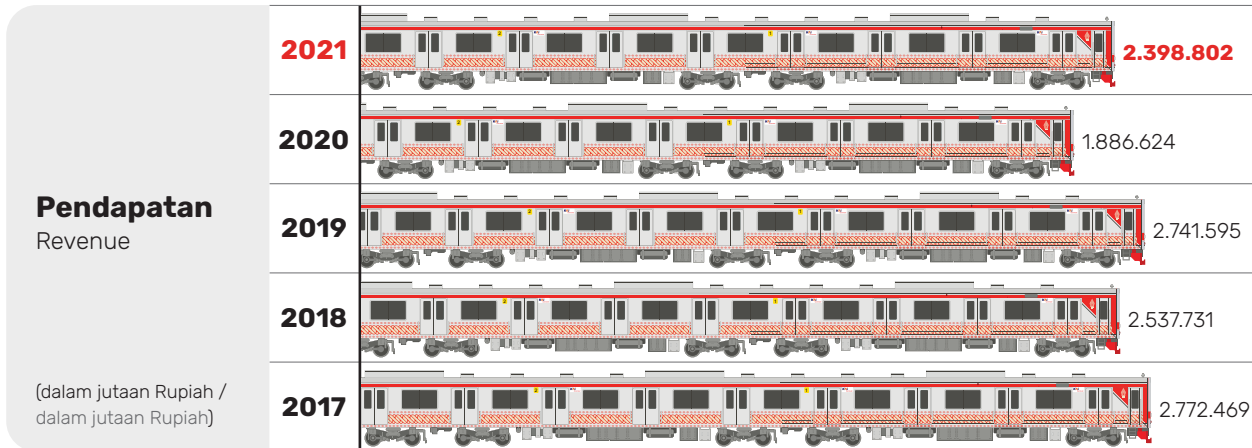
IKHTISAR POSISI KEUANGAN

Financial Position Highlights

Uraian / Description	2021	2020	2019	2018	2017
Liabilitas dan Ekuitas / Liabilities and Equity					
Liabilitas Jangka Pendek / Short term Liabilities	761.250	483.102	640.297	653.020	546.757
Liabilitas Jangka Panjang / Long Term Liabilities	245.912	322.651	184.394	174.968	146.425
Jumlah Liabilitas / Total Liabilities	1.007.162	805.753	824.691	827.988	693.181
Ekuitas / Equity	1.297.660	1.029.453	993.652	741.833	1.300.056
Jumlah Liabilitas dan Ekuitas / Total Liabilities and Equity	2.304.822	1.835.206	1.818.342	1.569.821	1.993.238
Indikator Keuangan / Financial Indicator					
Return on Equity (ROE)	29,98%	8,47%	37,17%	(31,09%)	67,91%
Return on Investment (ROI)	21,97%	13,42%	26,27%	(22,76%)	39,42%
Marjin Laba Operasional / Operating Profit Margin	15,82%	6,98%	11,71%	4,31%	24,35%
Marjin Laba Bersih / Net Profit Margin	11,89%	4,12%	9,19%	(12,19%)	18,19%
Rasio Kas / Cash Ratio	120,14%	126,60%	72,01%	64,33%	116,93%
Rasio Lancar / Current Ratio	189,89%	193,87%	145,57%	115,26%	241,81%
Periode Penagihan (hari) / Billing Period (day)	35,67	13,58	14,26	12,71%	25,51%
Perputaran Total Aset / Total Asset Turnover	108,62%	108,20%	159,38%	169,66%	138,48%
Rasio Ekuitas terhadap Total Aset / Equity to Total Assets Ratio	56,30%	56,09%	54,65%	47,26%	65,22%

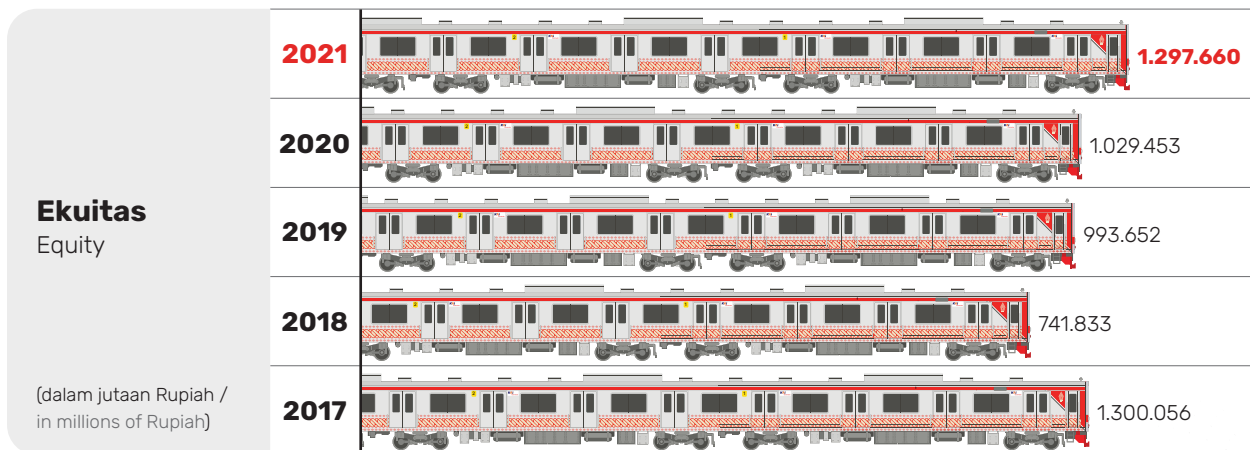
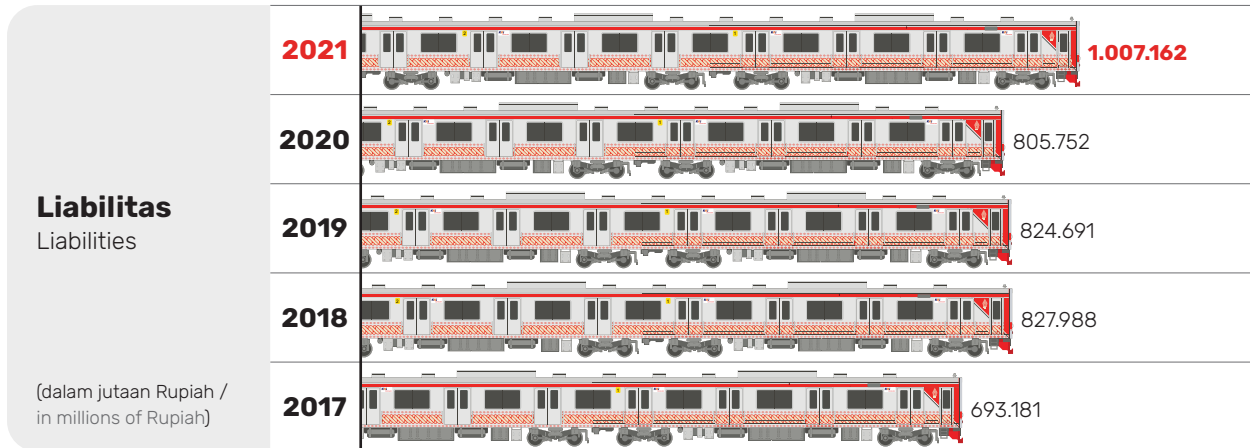
GRAFIK IKHTISAR KEUANGAN

Financial Highlights Chart



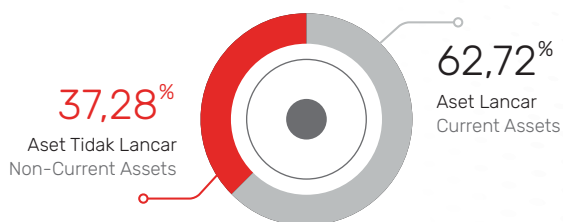
GRAFIK IKHTISAR KEUANGAN

Financial Highlights Chart



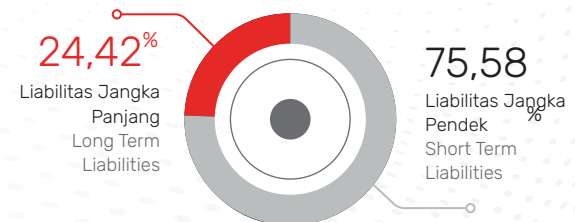
Komposisi Aset Tahun 2021

Asset Composition in 2021



Komposisi Liabilitas Tahun 2021

Liabilities Composition in 2021



IKHTISAR OPERASIONAL

Operational Highlights

(dalam jutaan Rupiah / in millions of Rupiah)

Uraian / Description	2021	2020	2019	2018	2017
Pendapatan / Revenue					
Pendapatan Angkutan Penumpang / Passenger Revenue	531.390	614.010	1.288.558	1.285.373	1.194.512
Pendapatan Pendukung KA Lainnya / Other Railway Supporting Revenue	91	179	507	1.089	40.764
Pendapatan Usaha Non-Angkutan / Non-Transportation Revenue	127.355	81.800	168.728	117.551	92.417
Kompensasi Pemerintah (PSO) / Government Compensation (PSO)	1.628.646	1.187.288	1.283.802	1.133.719	1.394.775
Pendapatan Penggantian Subsidi PO / PO Subsidy Replacement Income	111.319	3.347	-	-	-
Jumlah / Total	2.398.802	1.886.624	2.741.595	2.537.731	2.722.469
Beban Pokok Pendapatan / Cost of Revenue					
Perawatan Sarana Perkeretaapian / Railway Facilities Maintenance	303.005	323.273	377.792	419.962	424.224
Pemakaian Bahan Bakar / Fuel Used	198.546	180.625	177.213	181.832	171.638
Track Access Charge	61.450	65.903	75.449	120.966	95.023
Pegawai Operasional / Operational Officer	122.153	97.120	120.576	97.937	99.524
Sewa Sarana dan Prasarana / Stabling and Facilities Rental	20.853	7.218	2.836	2.893	2.818
Pemeliharaan Prasarana Pendukung / Infrastructure Support Maintenance	174.538	121.574	137.959	80.459	39.048
Penyusutan Sarana Gerak / Vehicles Depreciation	49.993	46.244	38.854	34.354	32.160
Penyusutan dan Amortisasi Prasarana Pendukung / Infrastructure Support Depreciation and Amortization	49.715	52.187	49.669	45.457	36.148
Cuci Sarana / Railway Wash	36.433	33.661	29.512	29.504	22.967
Beban Umum Stasiun / General Expenses of Stations					
Sewa Stasiun / Station Rent	-	-	449.077	445.479	380.407
Beban K3 / OHS Expenses	514.254	469.031	412.052	340.482	265.816
Pemeliharaan / Maintenance	5.978	4.953	4.840	3.750	2.648
Pakaian Seragam / Uniform	1.132	994	4.680	6.415	1.560
Lain-Lain / Others	1.014	877	1.024	381	576
Jumlah / Total	1.539.065	1.403.659	1.881.533	1.809.872	1.574.558

IKHTISAR SAHAM

Share Highlights

Hingga 31 Desember 2021, Perseroan belum mencatatkan sahamnya di Bursa Efek Indonesia, sehingga informasi terkait harga saham baik dalam bentuk tabel dan grafik yang mencakup jumlah saham beredar, kapitalisasi pasar, harga saham tertinggi, harga saham terendah, harga saham penutupan, dan volume perdagangan tidak dapat disajikan dalam Laporan Tahunan ini.

As of December 31, 2021, the Company has not listed its shares on the Indonesia Stock Exchange, so that information related to share prices in the form of tables and graphs covering the number of outstanding shares, market capitalization, highest share price, lowest share price, closing share price, and trading volume is not available to be presented in this Annual Report.

AKSI KORPORASI

Corporate Action

Sampai dengan 31 Desember 2021, Perseroan tidak melakukan aksi korporasi sehingga informasi terkait tanggal pelaksanaan aksi korporasi, rasio pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, penurunan nilai nominal saham, jumlah saham beredar sebelum dan sesudah aksi korporasi, dan harga saham sebelum dan sesudah aksi korporasi tidak dapat disajikan dalam Laporan Tahunan ini.

As of December 31, 2021, the Company has not taken any corporate actions so that information regarding the date of implementation of the corporate action, stock split ratio, reverse stock, stock dividends, bonus shares, decrease in nominal value of shares, number of outstanding shares before and after the corporate action, and stock prices before and after the corporate action cannot be presented in this Annual Report.

AKSI PENGHENTIAN SEMENTARA PERDAGANGAN SAHAM DAN/ATAU PENGHAPUSAN PENCATATAN SAHAM

Action of Suspension of Stock Trading and/or Delisting of Shares

Hingga akhir tahun 2021, Perseroan belum mencatatkan sahamnya di Bursa Efek Indonesia, sehingga informasi terkait penghentian sementara perdagangan saham dan/atau penghapusan pencatatan saham tidak tersedia di dalam Laporan Tahunan ini.

Until the end of 2021, the Company has not listed its shares on the Indonesia Stock Exchange, so information regarding the temporary suspension of share trading and/or delisting of shares is not available in this Annual Report.

INFORMASI OBLIGASI

Information on Bonds

Perseroan belum menerbitkan obligasi, sukuk atau obligasi konversi hingga akhir tahun 2021, sehingga informasi terkait jumlah obligasi/sukuk/obligasi konversi yang beredar, tingkat bunga/imbalan, tanggal jatuh tempo, dan peringkat obligasi/sukuk tidak dapat disajikan dalam Laporan Tahunan ini.

The Company has not issued bonds, sukuk or convertible bonds until the end of 2021, so information regarding the number of outstanding bonds/sukuk/convertible bonds, interest rates/yields, maturity dates, and ratings of bonds/sukuk cannot be presented in this Annual Report.

PERISTIWA PENTING

Event Highlights



19 Januari • January

Webinar uji coba KRL Yogyakarta-Solo Balapan.
Webinar on the Yogyakarta-Solo Balapan commuterline testing.



09 Februari • February

Operasional terakhir KA Prambanan Ekspres Solo Balapan-Yogyakarta.
The last operation of the Prambanan Express Solo Balapan-Yogyakarta.



10 Februari • February

Pemberlakuan Grafik Perjalanan Kereta Api tahun 2021.
Enforcement of the 2021 Rail Trip Charts.

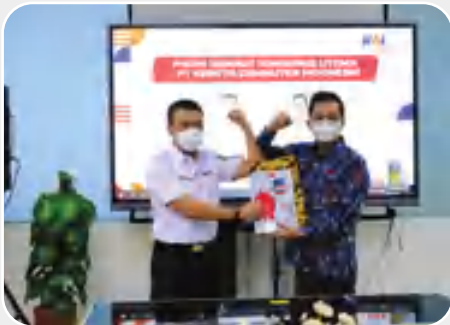
PERISTIWA PENTING

Event Highlights



10 Februari • February

Beroperasinya KRL Yogyakarta-Solo Balapan secara komersial.
Commercial operation of the Yogyakarta-Solo Balapan KRL.



17 Maret • March

Perubahan Komisaris Utama KCI dari Maqin U. Norhadi ke Dadan Rudiansyah.
Change of KCI President Commissioner from Maqin U. Norhadi to Dadan Rudiansyah.



17 Maret • March

Perubahan jajaran Direksi KCI, Mukti Jauhari diangkat sebagai Direktur Utama dan Adang Sujana diangkat sebagai Plt Direktur Keuangan dan Administrasi.
Changes in the Board of Directors of KCI, Mukti Jauhari was appointed as President Director and Adang Sujana was appointed as Acting Director of Finance and Administration.

PERISTIWA PENTING

Event Highlights



15 Mei • May

KCI lakukan tes acak antigen di Manggarai, Bekasi, Bogor, Tangerang.

KCI conducted random antigen tests at Manggarai, Bekasi, Bogor, Tangerang.



02-03 Juni • June

Donor darah.
Blood donation.



12 Juli • July

Syarat naik KRL harus menyertakan STRP sesuai SE Menhub No. 50 tahun 2021.

The requirements for riding the KRL must include STRP according to the Minister of Transportation Decree No. 50 year 2021.

PERISTIWA PENTING

Event Highlights



25 Juli • July

Dimulainya vaksinasi di sejumlah stasiun; Duri, Angke, Jakarta Kota, Rangkasbitung, Cikarang, Maja, Kalideres, Lenteng Agung, Juanda, Manggarai, Kranji, Bogor, Cisauk.

Commencement of vaccination at a number of stations; Duri, Angke, Jakarta Kota, Rangkasbitung, Cikarang, Maja, Kalideres, Lenteng Agung, Juanda, Manggarai, Kranji, Bogor, Cisauk.



29 Juli • July

Menteri Perhubungan & Menteri PMK Meninjau Vaksin Stasiun Jakarta Kota.

Minister of Transportation & Minister of PMK Review Vaccine at Jakarta Kota Station.



17 Agustus • August

Launching KMT dan livery KRL kemerdekaan di Stasiun Jakarta Kota.

Launching KMT and livery of Independence day KRL at Jakarta Kota Station.



18 Agustus • August

Virtual *talkshow* Merdeka Bertransportasi.

Virtual talkshow Freedom in Transporting.

PERISTIWA PENTING

Event Highlights



08 September • September

Pemberlakuan sertifikat vaksin sebagai syarat naik KRL.
Enactment of vaccine certificate requirement.



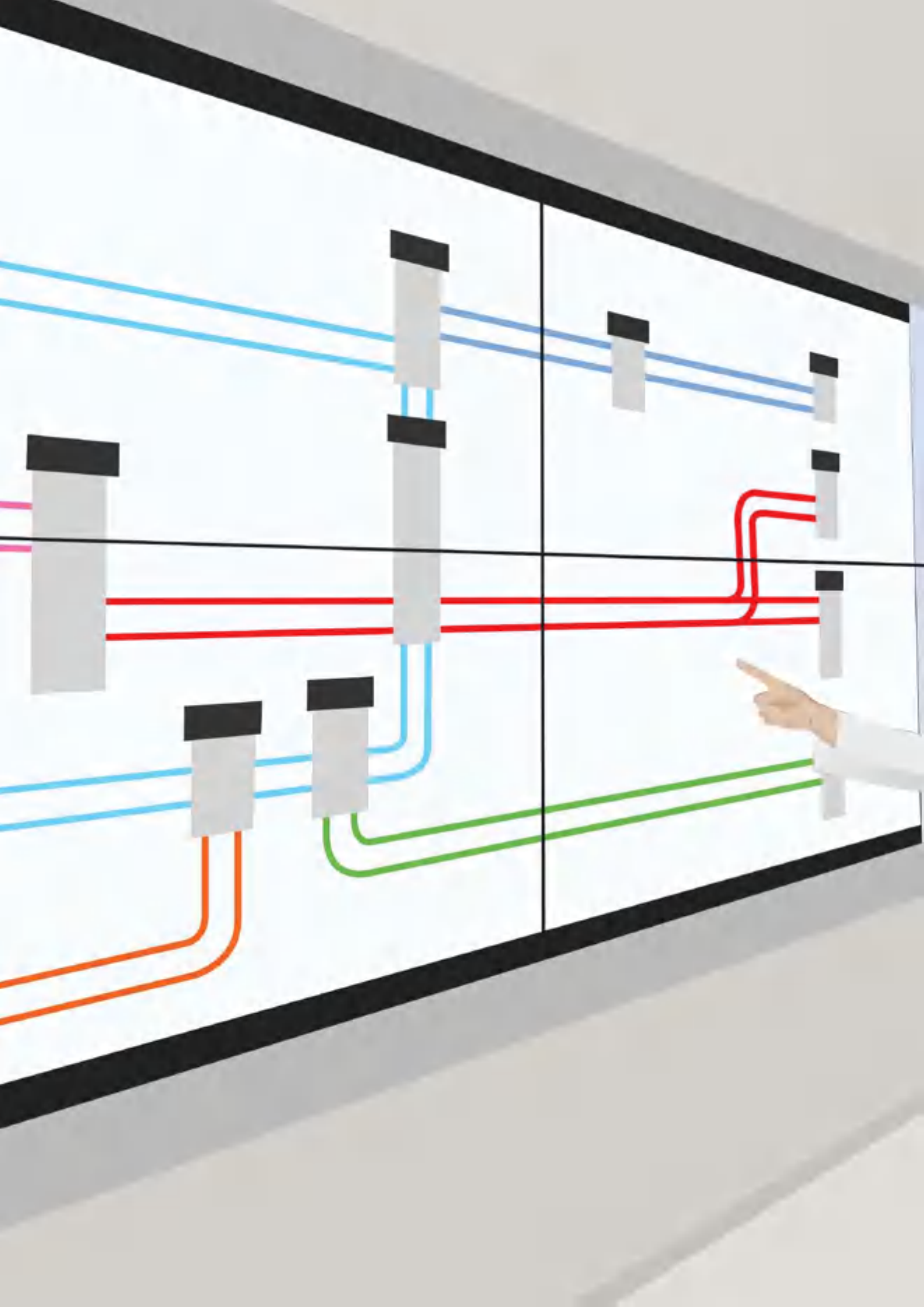
15 September • September

Perayaan HUT ke-13 KAI Commuter.
Celebration of KAI Commuter's 13th Anniversary.



17 September • September

Roppiq Lutzfi Azhar dan Denny Haryanto dilantik sebagai PLT
Direktur Utama dan PLT Direktur Teknik KCI.
Roppiq Lutzfi Azhar and Denny Haryanto were inaugurated as
Act. President Director and Act. Technical Director of KCI.



COMMUTER



Laporan Manajemen Management Report

02

Produk domestik bruto (PDB) Indonesia pada tahun 2021 terakhir jika diukur berdasarkan atas dasar harga berlaku mencapai Rp16.970,8 triliun, sementara berdasarkan harga konstan mencapai Rp2.845,9 triliun

Indonesia's gross domestic product (GDP) in 2021 when measured based on current prices reached Rp16,970.8 trillion, while based on constant prices it reached Rp2,845.9 trillion



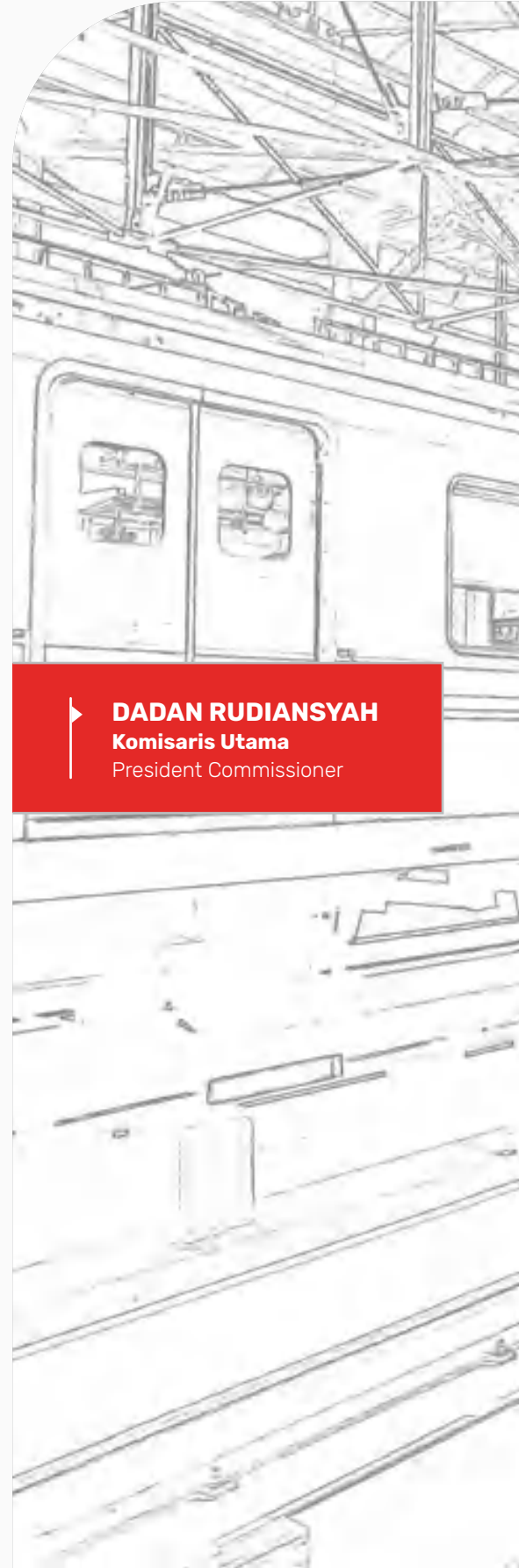
LAPORAN DEWAN KOMISARIS

Board of
Commissioners Report

“

Sepanjang tahun 2021, tugas pengawasan Dewan Komisaris lebih intensif seiring kondisi momentum ekonomi yang mulai membaik walaupun belum sepenuhnya, sehingga Dewan Komisaris beranggapan bahwa ini dijadikan kesempatan untuk mengembangkan usaha Perusahaan secara cepat.

The supervisory duties of the Board of Commissioners was more intensive throughout 2021 as the condition of economic momentum has begun to improve although not yet fully, so that the Board of Commissioners considers that this is an opportunity to develop the Company's business quickly.



DADAN RUDIANSYAH
Komisaris Utama
President Commissioner



LAPORAN DEWAN KOMISARIS

Board of Commisioners Report

Pemegang saham dan pemangku kepentingan yang terhormat,

Respected Shareholders and Stakeholders,



Puji dan syukur kami panjatkan pada Tuhan Yang Maha Kuasa, Maha Pemurah, dan Maha Penyayang. Semoga berkah dan rahmat-Nya selalu dilimpahkan untuk kita semua.

Let us express our praise and gratitude to God the Almighty, Most Gracious, and Most Merciful. May His blessings and grace always be bestowed upon us all.

Dewan Komisaris mensyukuri bahwa PT Kereta Commuter Indonesia berhasil melalui tahun 2021 dengan baik sehingga kita dapat menyelesaikan tugas-tugas korporasi tahun 2021 dengan baik di tengah kondisi pandemi yang belum sepenuhnya pulih sehingga membuat kondisi ekonomi global dan nasional menjadi sangat menantang.

The Board of Commissioners is grateful that PT Kereta Commuter Indonesia has successfully passed 2021 so that we can properly complete our corporate tasks in 2021 in the middle of a pandemic that has not yet fully recovered, making global and national economic conditions very challenging.

Merupakan kehormatan bagi saya, mewakili Dewan Komisaris PT Kereta Commuter Indonesia, untuk menyampaikan Laporan Tahunan 2021.

It is an honor for me, representing the Board of Commissioners of PT Kereta Commuter Indonesia, to submit the 2021 Annual Report.

TINJAUAN EKONOMI GLOBAL DAN INDONESIA

Pertumbuhan ekonomi di beberapa belahan dunia terus berlanjut. Pemulihan ekonomi global tetap berjalan meskipun berbagai negara mengalami tren perlambatan di akhir tahun 2021, dampak penyebaran varian Delta serta munculnya Omicron sebagai *variant of concern* (VOC) baru juga menambah tantangan terhadap pengendalian pandemi. Ekonomi dunia tumbuh 5,9% pada 2021, naik dari tahun sebelumnya yang berkontraksi 3,1% maju dan berkembang.

OVERVIEW OF THE GLOBAL AND INDONESIAN ECONOMY

Economic growth in several parts of the world continues. While the global economic recovery continues, various countries experience a slowing trend at the end of 2021 as the impact of the spread of the Delta variant and the emergence of Omicron as a new variant of concern (VOC) which also adds to the challenges of controlling the pandemic. The world economy grew 5.9% in 2021, up from the previous year which contracted 3.1%.

LAPORAN DEWAN KOMISARIS

Board of Commissioners Report

Ekonomi negara maju diproyeksi pulih dari -4,5% pada 2020 mencapai angka 5,2% pada 2021. Pertumbuhannya kemudian melambat menjadi 4,5% pada tahun depan. Sementara, ekonomi negara berkembang tumbuh 6,4% pada 2021, lebih baik dari tahun lalu yang berkontraksi 2,1%.

Ekonomi dalam negeri mulai mengalami pertumbuhan seiring dengan adanya pemulihan secara bertahap di seluruh dunia. Secara keseluruhan tahun, ekonomi Indonesia naik sebesar 3,69% serta berhasil mencatatkan pertumbuhan di atas 5% pada kuartal IV tahun 2021. Ini membuat Produk Domestik Bruto (PDB) Tanah Air sepanjang 2021 tumbuh positif pada 2021, setelah tahun sebelumnya berkontraksi secara signifikan.

Meskipun ada pertumbuhan pada tahun 2021 dibanding tahun sebelumnya, adanya ancaman ketidakpastian ekonomi akibat belum pulihnya Covid-19 secara total dapat membuat proyeksi pertumbuhan di tahun selanjutnya akan menjadi sebuah tantangan.

PENILAIAN KINERJA DIREKSI

Dewan Komisaris mengapresiasi kinerja Direksi dalam menunjukkan resiliensi dan ketahanan sehingga Perusahaan tetap mampu mencatatkan pencapaian yang baik. Dengan semangat "*Brave and Tough*", Perusahaan berhasil melewati tahun 2021 meski di tengah ketidakpastian ekonomi untuk bekerja jauh lebih keras demi memastikan keselamatan serta kenyamanan penumpang.

Dewan Komisaris berpendapat bahwa selama tahun 2021, meskipun di tengah masa pandemi ini, Direksi beserta Manajemen KAI Commuter telah berusaha menjalankan fungsinya dengan baik sehingga mampu menjaga kelancaran operasi Perseroan agar tidak terganggu dan tetap menghasilkan keuntungan. Dewan Komisaris juga

The economy of developed countries was projected to recover from -4.5% in 2020 to 5.2% in 2021. Its growth will then slow to 4.5% next year. Meanwhile, developing country economies grew 6.4% in 2021, better than last year's 2.1% contraction.

The domestic economy began to experience growth in line with the gradual recovery around the world. Overall, the Indonesian economy grew by 3.69% and managed to record growth of above 5% in the fourth quarter of 2021. This made the Gross Domestic Product (GDP) of the country in 2021 grow positively in 2021, after the previous year contracted significantly.

Even though there was growth in 2021 compared to the previous year, the threat of economic uncertainty due to the Covid-19 that has not fully recovered can make the projection of growth in the following year more challenging.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

The Board of Commissioners appreciates the performance of the Board of Directors in showing resilience so that the Company in enabling the Company to record great achievements. With the spirit of "*Brave and Tough*", the Company managed to pass 2021 despite the economic uncertainties by carrying out excellent performance in ensuring the safety and comfort of all passengers.

The Board of Commissioners views that despite being faced by the pandemic in 2021, the Board of Directors and the Management of KAI Commuter have strived to carry out their functions properly so that they were able to maintain the smooth operation of the Company so as not to be disrupted and still generate profits. The Board of

LAPORAN DEWAN KOMISARIS

Board of Commisioners Report

menilai bahwa anggota Direksi memiliki sinergi yang sangat baik sehingga target Perusahaan dapat tercapai dengan optimal. Meskipun tantangan yang muncul tidak dapat diprediksi, namun Direksi dapat merumuskan dan menerapkan strategi tepat sasaran serta membawa Perusahaan menuju arah pertumbuhan yang tepat dalam menjalankan usahanya memenuhi kebutuhan masyarakat akan sistem yang terintegrasi dan inovasi-inovasi yang diaktualisasikan sangat vital perannya dalam upaya untuk bertahan dan tetap memberikan kinerja terbaik.

Perkenankan pula Dewan Komisaris menyampaikan penghargaan kepada jajaran Direksi dan seluruh karyawan PT Kereta Commuter Indonesia (KAI Commuter) atas pencapaian kinerja selama tahun 2021 yang menghasilkan tingkat kesehatan perusahaan dengan predikat Sehat "AAA" dengan nilai 96,50 dari target 97,50 (Sehat AAA). Pencapaian *Key Performance Indicator* (KPI) sebesar 92,08 dari target 100,00. Realisasi laba bersih perusahaan sebesar Rp285,19 miliar dari target sebesar Rp253,38 miliar atau sebesar 113%.

Seluruh insan KAI Commuter mulai dari Top Manajemen hingga pegawai operasional ikut berkontribusi langsung dalam memberikan pelayanan kepada masyarakat secara maksimal. Komisaris sangat mengapresiasi kinerja Direksi KAI Commuter atas capaiannya dalam menghadapi kondisi ketidakpastian karena belum pulihnya pandemi Covid-19 secara total. Selama tahun 2021 keluhan pelanggan didominasi oleh penumpukan antrean di stasiun dikarenakan adanya pembatasan kuota penumpang commuterline, persyaratan angkutan penumpang commuterline di masa adaptasi kebiasaan baru, gangguan atas AC commuterline. Untuk mengatasi keluhan-keluhan tersebut, perlu adanya koordinasi dengan pihak-pihak terkait guna perbaikan dan peningkatan pelayanan terhadap pelanggan sehingga kenyamanan, keselamatan, dan protokol kesehatan tetap terjaga.

Commissioners also considers that the members of the Board of Directors have excellent synergy so that the Company's targets can be achieved optimally. Although the challenges that arise were unpredictable, the Board of Directors was able to formulate and implement targeted strategies and lead the Company to the right direction of growth in running its business to meet the community's need for an integrated system and innovations that are actualized, which plays a vital role in efforts to survive and remain provide the best performance.

We would also like to express appreciation to the Board of Directors and all employees of PT Kereta Commuter Indonesia (KAI Commuter) for their performance achievements throughout 2021 which resulted in the Company's health level with the "AAA" Healthy title with a score of 96.50 from the target of 97.50 (Healthy AAA). Achievement of Key Performance Indicator (KPI) of 92.08 from the target of 100.00. The Company's net profit realization was R285.19 billion from the target of Rp253.38 billion or 113%.

All KAI Commuter people, from top management to operational employees, contribute directly to providing maximum service to the community. The Commissioners highly appreciate the performance of the KAI Commuter Directors for their achievements in dealing with conditions of uncertainty because the Covid-19 pandemic has not fully recovered. Throughout 2021, customer complaints were dominated by the accumulation of queues at stations due to the limitation of commuterline passenger quotas, commuterline passenger transport requirements during the adaptation of new habits period, and malfunctioning commuterline AC. To overcome these complaints, it is necessary to coordinate with related parties to improve services to customers so that comfort, safety, and health protocols are maintained.

LAPORAN DEWAN KOMISARIS

Board of Commissioners Report

Dengan dilakukannya pengendalian anggaran dan kegiatan Perusahaan secara efisien, efektif dan akuntabel, Manajemen KAI Commuter dapat menjaga kestabilan finansial perusahaan dalam masa pandemi. Pencapaian tersebut dapat dilihat pada kinerja operasi dan layanan di sepanjang tahun 2021. Perusahaan mencatatkan realisasi volume penumpang sebanyak 131.148.587 atau mencapai target RKAP sebesar 73%.

Selain itu, Dewan Komisaris berpendapat bahwa Direksi telah membawa Perseroan menuju arah pertumbuhan yang tepat dalam menjalankan usahanya memenuhi kebutuhan masyarakat akan sistem kereta api perkotaan yang terintegrasi. Inovasi-inovasi yang diaktualisasikan sangat vital perannya dalam upaya untuk bertahan dan tetap memberikan kinerja terbaik.

PENGAWASAN TERHADAP IMPLEMENTASI STRATEGI DIREKSI

Fungsi pengawasan dan pembinaan Dewan Komisaris senantiasa dilakukan dalam rangka menuntun arah Perusahaan agar dapat berjalan dengan lebih optimal. Dewan Komisaris juga berupaya menjaga komunikasi yang intensif dengan Direksi agar pengawasan terhadap kegiatan usaha Perusahaan dapat berjalan lebih terfokus dan terencana. Salah satunya adalah dengan memantau langsung kinerja dari implementasi strategi Perusahaan melalui rapat *monitoring* secara berkala dengan Direksi.

Dewan Komisaris melaksanakan pengawasan langsung serta menghadiri Rapat Gabungan Dewan Komisaris dan Direksi dengan agenda pemaparan informasi terkait isu-isu strategis dan kinerja Perseroan. Selama tahun 2021, telah diselenggarakan Rapat Direksi sebanyak 5 kali. Selain itu, Dewan Komisaris juga memenuhi Direksi untuk melakukan pertemuan dalam hal terdapat

By controlling the Company's budget and activities in an efficient, effective and accountable manner, the management of KAI Commuter can maintain the Company's financial stability during the pandemic. This achievement can be seen in the performance of operations and services throughout 2021 which saw the realization of passenger volume at 131,148,587 or reached the RKAP target of 73%.

In addition, the Board of Commissioners believes that the Board of Directors has brought the Company to the right direction of growth in running its business to meet the community's need for an integrated urban rail system. Actualized innovations play a vital role in the effort to survive and provide the best performance.

SUPERVISION OF THE STRATEGY IMPLEMENTATION OF THE BOARD OF DIRECTORS

The supervisory and coaching function of the Board of Commissioners is always carried out to guide the direction of the Company so that it can run more optimally. The Board of Commissioners also strives to maintain intensive communication with the Board of Directors so that the supervision of the Company's business activities can run more focused and planned. One of the activities is by directly monitoring the performance of the Company's strategy implementation through regular monitoring meetings with the Board of Directors.

The Board of Commissioners carries out direct supervision and attends the Joint Meeting of the Board of Commissioners and the Board of Directors with the agenda of presenting information related to strategic issues and the Company's performance. Throughout 2021, the Board of Directors held 5 Meetings. In addition, the Board of Commissioners also hold meeting with the Board of Directors in

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pembahasan yang bersifat penting dan darurat atau hal yang membutuhkan persetujuan Dewan Komisaris.

REKOMENDASI YANG DIBERIKAN KEPADA DIREKSI

Sepanjang tahun 2021, tugas pengawasan Dewan Komisaris lebih intensif seiring kondisi momentum ekonomi yang mulai membaik walaupun belum sepenuhnya, sehingga Dewan Komisaris beranggapan bahwa ini dijadikan kesempatan untuk mengembangkan usaha Perusahaan secara cepat. Selain itu, Dewan Komisaris beserta Organ Pendukung Dewan Komisaris tetap menjaga koordinasi dengan Manajemen KAI Commuter melalui rapat yang diadakan dengan beberapa *Vice President*.

Secara terstruktur, dalam memberikan nasihat kepada Direksi, Dewan Komisaris melaksanakannya berdasarkan Keputusan Dewan Komisaris KAI Commuter Nomor: SK.008/KOM/KCI/X/2019 tanggal 21 Oktober 2019 tentang Mekanisme Pengambilan Keputusan, Pengawasan dan Pemberian Nasihat Dewan Komisaris PT Kereta Commuter Indonesia.

Untuk meningkatkan pencapaian kinerja, Dewan Komisaris memberikan arahan kepada Direksi melanjutkan upaya membangun sistem pengelolaan Sumber Daya Manusia yang sesuai dengan strategi bisnis sehingga pemenuhan sumber daya manusia baik dari aspek *Hard* maupun *Soft Competency* dapat terpenuhi yang pada akhirnya dapat mendukung peningkatan kinerja perusahaan.

Dewan Komisaris juga melakukan diskusi dengan Direksi di mana Dewan Komisaris meminta Direksi untuk memberikan penjelasan terkait segala isu yang memerlukan perhatian khusus. Beberapa saran dan rekomendasi spesifik yang diberikan oleh Dewan Komisaris pada tahun 2021 antara lain:

the event that there are important and emergency discussions or matters that require the approval of the Board of Commissioners.

RECOMMENDATIONS TO THE BOARD OF DIRECTORS

The supervisory duties of the Board of Commissioners was more intensive throughout 2021 as the condition of economic momentum has begun to improve although not yet fully, so that the Board of Commissioners considers that this is an opportunity to develop the Company's business quickly. In addition, the Board of Commissioners and the Supporting Organs of the Board of Commissioners maintain coordination with KAI Commuter Management through meetings held with several Vice Presidents.

In a structured manner, the Board of Commissioners provides advice to the Board of Directors based on the Decree of the Board of Commissioners of KAI Commuter No: SK.008/KOM/KCI/X/2019 dated October 21, 2019 regarding the Mechanism of Decision Making, Supervision and Giving Advice to the Board of Commissioners of PT Kereta Commuter Indonesia.

To improve performance, the Board of Commissioners provides direction to the Board of Directors to continuously establish a Human Resources management system that is in accordance with the business strategy so that the fulfillment of human resources both from the Hard and Soft Competency aspects can be fulfilled which in turn can support the improvement of the Company's performance.

The Board of Commissioners also held discussions with the Board of Directors in which the Board of Commissioners asked the Board of Directors to provide explanations regarding all issues that require special attention. Some specific suggestions and recommendations given by the Board of Commissioners in 2021 include:

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1. Implementasi Pengendalian Internal

- KAI Commuter agar melaksanakan konsultasi dengan auditor eksternal, BPK RI dan juga SPI PT KAI (Persero), untuk menyelesaikan rekomendasi yang berstatus masih dalam proses.
- Direksi agar melakukan sosialisasi tentang pedoman pengendalian internal Perusahaan di seluruh unit KAI Commuter dengan mengutamakan temuan-temuan yang kerap terjadi, sehingga pada saat pemeriksaan ataupun tindak lanjut atas rekomendasi yang diberikan dapat diselesaikan dengan segera dan tuntas.
- Agar kedepannya KAI Commuter melakukan *assessment* SPI berbasis COSO, baik *self-assessment* maupun melalui konsultan sehingga dapat diketahui efektivitas SPI KAI Commuter.

2. Manajemen Risiko

- Manajemen KAI Commuter agar memitigasi adanya risiko atas program pekerjaan sistem penerbitan *E-Money* (lingkup investasi, kategori operasional).

3. Sistem Teknologi Informasi

- Direksi agar berkoordinasi dengan PT KAI dalam menyusun *dashboard* di KAI Commuter, sehingga data dan informasi yang disampaikan selalu selaras dan sesuai kebutuhan dari PT KAI.
- Direksi agar terus memonitor dan mengawal pekerjaan dan pengadaan yang mendukung pengembangan teknologi informasi.
- Manajemen pemeliharaan dan persediaan agar diprogramkan dalam pengembangan teknologi informasi sehingga data dan informasinya dapat diperoleh dengan cepat dan terintegrasi sehingga memudahkan dalam pengambilan keputusan.

1. Implementation of Internal Control

- KAI Commuter to carry out consultations with external auditors, BPK RI, and SPI of PT KAI (Persero), to finalize recommendations whose status is still in process.
- The Board of Directors to disseminate the Company's internal control guidelines in all KAI Commuter units by prioritizing findings that often occur, so that during inspections or follow-up on the recommendations given can be resolved immediately and thoroughly.
- KAI Commuter to conduct COSO-based SPI assessments in the future, either through self-assessment or using consultant's service to assess KAI Commuter's SPI effectiveness.

2. Risk Management

- KAI Commuter management to mitigate the risk of the work program of the *E-Money* issuance system (investment scope, operational category).

3. Information Technology System

- The Board of Directors to coordinate with PT KAI in preparing the dashboard at KAI Commuter, so that the submitted data and information are always in line and according to the needs of PT KAI.
- The Board of Directors to continuously monitor and oversee the work and procurement that supports the development of information technology.
- Maintenance and inventory management to be programmed in the development of information technology so that data and information can be obtained quickly and in integrated manner so as to facilitate decision making.

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4. Kebijakan Pengelolaan SDM

- Direksi agar menyusun timeline dan merealisasikan *talent* millennial di BOD-1 (VP), BOD-2 (Manager), dan penambahan komposisi pekerjaan pada gender wanita, yang mana kurikulum dan pengembangan SDM fokus di bidang perkeretaapian perkotaan.
- Melakukan pengawasan sosialisasi, *core value* AKHLAK, internalisasi dan di amalkan dalam budaya perusahaan.
- Memetakan kebutuhan kompetensi yang di *mix* dengan proyek-proyek yang ditangani KAI Commuter.
- Direksi agar mengidentifikasi dan menetapkan sistem pengembangan talenta, untuk selanjutnya dilakukan *monitoring* dan evaluasi dalam pelaksanaannya.

5. Kebijakan Mutu dan Pelayanan

- Agar Direksi terus melakukan terobosan dan inovasi dalam hal pelayanan publik, kualitas pelayanan, dan strategi pelayanan guna meningkatkan kepuasan pelanggan.
- Untuk hasil pekerjaan di lapangan agar Direksi dan Manajemen KAI Commuter terus memonitor pekerjaan tersebut karena begitu selesai maka kualitas mutu dan pelayanan akan bisa dinikmati masyarakat.

6. Kepatuhan Perusahaan terhadap UU, Anggaran Dasar, perjanjian dan komitmen

- Direksi agar menyampaikan pelaporan *whistle blower* kepada Dewan Komisaris untuk memenuhi *Good Corporate Governance* (GCG).

PROSPEK USAHA

Di tahun mendatang, direncanakan perluasan wilayah operasi KAI Commuter untuk mengoperasikan KA Lokal Wilayah 2 dan 8.

4. HC Management Policy

- The Board of Directors to organize timelines and realize millennial talent in BOD-1 (VP), BOD-2 (Manager), and increase the composition of work on the female gender, in which human resource development and curriculum focus on urban railways.
- Supervise dissemination of AKHLAK core values, internalize, and practice it in corporate culture.
- Map the competency needs that are mixed with the projects handled by KAI Commuter.
- The Board of Directors to identify and establish a talent development system for further monitoring and evaluation in its implementation.

5. Quality and Service Policy

- The Board of Directors to continuously make breakthroughs and innovations in terms of public services, service quality, and service strategies to boost customer satisfaction.
- The Board of Directors and Management of KAI Commuter to continuously monitor the results of the work in the field because once it is completed, the quality of service will benefit the community.

6. Company compliance with laws, articles of association, agreements and commitments

- The Board of Directors to submit whistleblower reports to the Board of Commissioners to comply with Good Corporate Governance (GCG).

BUSINESS PROSPECT

In the coming year, the Company planned to expand KAI Commuter's operational area to operate Regional 2 and 8 Local Trains. The transfer of management of

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Tentunya pengalihan pengelolaan KA Lokal ini harus dipersiapkan dengan matang baik mengenai perizinan, kesiapan sarana, dan SDMsertamelakukan koordinasi secara intensif dengan pihak PT KAI maupun Kementerian Perhubungan (Kemenhub). Pada tahun 2022, Perusahaan memprogramkan perluasan penggunaan/akseptasi KMT pada moda transportasi lainnya seiring dengan penetapan KMT sebagai Kartu Transportasi. Rencana kerja sama dengan instrumen uang elektronik *server based* dan perluasan layanan *top up* KMT salah satunya keikutsertaan KMT ke Jaklingko, diharapkan Direksi agar segera menunjuk Konsultan untuk mengkaji perihal tersebut.

Kemudian Perusahaan memiliki rencana pengembangan untuk pengoperasian KA Basoetta, rencana pengalihan ini tentu wajib dilaksanakan sesuai prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*). Diharapkan Direksi Perusahaan berkoordinasi kembali dengan Induk Perusahaan (PT KAI) untuk mendapatkan penetapan valuasi dan mekanisme pembayaran dari pengalihan unit bisnis KA Bandara Soekarno Hatta dimaksud secara rinci dan jelas.

Konsumsi masyarakat diharapkan tetap menjadi komponen utama yang mendukung kinerja ekonomi dengan didukung penguatan dan penyempurnaan program perlindungan sosial secara efektif dan tepat sasaran bagi masyarakat miskin dan rentan miskin agar tetap dapat memenuhi kebutuhan dasarnya. Sementara itu, konsumsi Pemerintah akan diarahkan untuk pelayanan publik yang efisien disertai upaya memperkuat *spending better*. Mengacu pada kerangka ekonomi makro tahun 2022, Pemerintah menyusun strategi kebijakan fiskal yang ditujukan untuk pemulihan ekonomi dan penguatan reformasi agar bersifat inklusif dalam meningkatkan kualitas kesejahteraan masyarakat secara adil dan merata.

this Local Railway must be carefully prepared both regarding permits, facilities readiness, and human resources as well as intensive coordination with PT KAI and the Ministry of Transportation. In 2022, the Company plans to expand the use/acceptance of KMT to other modes of transportation in line with the determination of KMT as a Transportation Card. The Board of Directors is expected to immediately appoint a consultant to review matters on plan for cooperation with server-based electronic money instruments and expansion of KMT top-up services, one of which is KMT's participation in Jaklingko.

The Company also has a development plan for the operation of the Basoetta Train. This transfer plan shall be carried out in accordance with the principles of Good Corporate Governance. It is expected that the Board of Directors of the Company will re-coordinate with the Parent Company (PT KAI) to obtain a detailed and clear determination of the valuation and payment mechanism for the transfer of the Soekarno Hatta Airport Railway business unit.

Public consumption is expected to remain the main component that supports economic performance with the support of strengthening and improving social protection programs that are effective and well targeted for the poor and vulnerable to the poor so that they can meet their basic needs. Meanwhile, government consumption will be directed towards efficient public services along with efforts to strengthen spending better. Referring to the 2022 macroeconomic framework, the Government formulates a fiscal policy strategy aimed at economic recovery and strengthening reforms so that they are inclusive in improving the quality of people's welfare in a fair and equitable manner.

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Terhadap proyeksi yang menjanjikan prospek yang lebih baik tersebut, Dewan Komisaris terus mendorong Direksi agar senantiasa adaptif terhadap perubahan dan peka terhadap peluang yang terbuka agar dapat memanfaatkan seluruh kesempatan dengan optimal. Aktivitas masyarakat terus berangsur-angsur kembali normal dengan mobilitas yang tinggi.

Dewan Komisaris telah mengevaluasi seluruh prospek bisnis Direksi yang dituangkan dalam RKAP tahun 2022 dan menganggap bahwa strategi-strategi tersebut telah sesuai untuk menghadapi tantangan serta menjawab kesempatan yang terbuka di tahun mendatang.

PANDANGAN ATAS PENERAPAN TATA KELOLA PERUSAHAAN

Dewan Komisaris dan Direksi berkomitmen untuk membangun sistem korporasi yang sehat dan kuat sehingga mampu tumbuh berkesinambungan dengan menerapkan prinsip Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance/GCG*) dalam pengelolaannya. Penerapan prinsip GCG yang kuat akan meningkatkan kepercayaan publik dan menjadi nilai tambah bagi pemangku kepentingan lain.

Dewan Komisaris menyambut positif adanya penerapan GCG, sebagai pedoman dalam meningkatkan tata kelola perusahaan, pada *Self-Assessment* GCG tahun 2021 sebesar 85,99 dari target sebesar 85,00. Dewan Komisaris secara konsisten mendorong KAI Commuter untuk menerapkan tata kelola perusahaan dalam pelaksanaan bisnis usaha sesuai aturan, *Best Practice* dan nilai etika.

Pada tanggal 9 Desember 2021, KAI Commuter berhasil mempertahankan ISO 9001:2015 sertifikat Sistem Manajemen Mutu ISO 9001:2015 di mana masa berlaku sertifikat selama tiga tahun dengan *Scope*:

With respect to these promising projections of better prospects, the Board of Commissioners continues to encourage the Board of Directors to always be adaptive to changes and sensitive to open opportunities to take full advantage of all opportunities optimally as community activities continue to gradually return to normal with high mobility.

The Board of Commissioners has evaluated all the business prospects of the Board of Directors as outlined in the 2022 RKAP and considers that these strategies are appropriate to face challenges and respond to opportunities that are open in the coming year.

OPINION ON THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

The Board of Commissioners and the Board of Directors are committed to establishing a healthy and strong corporate system so that they can grow sustainably by implementing the principles of Good Corporate Governance (GCG) in their management. The implementation of strong GCG principles will increase public trust and become added value for other stakeholders.

The Board of Commissioners positively welcomes the implementation of GCG as a guideline in improving corporate governance as the 2021 GCG Self-Assessment achieved score of 85.99 from the target of 85.00. The Board of Commissioners consistently encourages KAI Commuter to implement good corporate governance in conducting business in accordance with the rules, best practices, and ethical values.

On December 9, 2021, KAI Commuter succeeded in maintaining the ISO 9001:2015 Quality Management System certificate. ISO 9001:2015 is valid for three years with *Scope*:

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1. *Provision of Service for Railway Passengers Transport and its Supporting Activities for Passenger's Hospitality;*
2. *Provision of Service for Maintenance and Overhaul of Train Wagon;*
3. *Provision of Service for Operation of Crew Activity.*

Dewan Komisaris memberikan apresiasi atas KAI Commuter berhasil mempertahankan ISO 9001:2015 sertifikat Sistem Manajemen Mutu ISO 9001:2015. Arahan Dewan Komisaris agar implementasi ISO 9001:2015 secara konsisten diterapkan di KAI Commuter.

Melalui penguatan penerapan prinsip GCG di lingkup Perusahaan yang telah dilakukan di tahun 2021 dan akan dilanjutkan di tahun-tahun berikutnya, Dewan Komisaris sungguh berharap agar tata kelola organisasi yang kuat dapat memberikan wadah bagi perkembangan Perseroan hingga masa-masa yang akan datang.

PENILAIAN KINERJA KOMITE DIBAWAH DEWAN KOMISARIS

Berdasarkan Permen BUMN Nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang baik (*Good Corporate Governance*) pada BUMN, organ pendukung Dewan Komisaris/Dewan Pengawas KAI Commuter sudah terealisasi yang terdiri dari:

1. Sekretaris Dewan Komisaris;
2. Komite Audit;
3. Komite Nominasi dan Remunerasi.

Secara fungsional, pelaksanaan tugas dan tanggung jawab Dewan Komisaris dalam mengawasi dan mengelola Perseroan ditunjang oleh Komite Audit dan Komite Nominasi dan Remunerasi. Dewan Komisaris dan Komite menyelenggarakan rapat rutin untuk membahas temuan

1. Provision of Service for Railway Passengers Transport and its Supporting Activities for Passenger's Hospitality;
2. Provision of Service for Maintenance and Overhaul of Train Wagon;
3. Provision of Service for Operation of Crew Activity.

The Board of Commissioners appreciates KAI Commuter's success in maintaining the ISO 9001:2015 certificate of ISO 9001:2015 Quality Management System. The direction of the Board of Commissioners so that the implementation of ISO 9001:2015 is consistently implemented at KAI Commuter.

By strengthening the implementation of GCG principles in the Company which has been carried out in 2021 and will be continued in the following years. The Board of Commissioners sincerely hopes that strong organizational governance can provide a platform for the development of the Company in the future.

PERFORMANCE ASSESMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

Based on SOE Ministerial Decree No: PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in SOE, the supporting organs for the Board of Commissioners/Supervisory Board of KAI Commuter have been realized which consist of:

1. Secretary to the Board of Commissioners;
2. Audit Committee;
3. Nomination and Remuneration Committee.

Functionally, the implementation of the duties and responsibilities of the Board of Commissioners in supervising and managing the Company is supported by the Audit Committee and the Nomination and Remuneration Committee. The

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Dewan Komisaris Board of Commisioners

- 1. DADAN RUDIANSYAH**
PLT Komisaris Utama
Act. President Commissioner
- 2. EDY WIDYAYA**
Komisaris
Commissioner
- 3. DANTO RESTYAWAN**
Komisaris
Commissioner
- 4. JOHN ROBERTHO**
Komisaris
Commissioner

dan melakukan pengawasan di lapangan untuk memastikan bahwa jalannya operasi Perusahaan telah patuh terhadap peraturan, kebijakan, dan prosedur yang ada.

Di tahun 2021, Dewan Komisaris memandang bahwa Komite Audit dan Komite Nominasi dan Remunerasi telah melaksanakan fungsi masing-masing dengan baik dan telah melaksanakan peran dan tanggung jawab yang baik. Seluruh organ pendukung telah menunjukkan performa optimal dalam melakukan tinjauan yang saksama terhadap aktivitas bisnis Perusahaan di aspek operasional, keuangan, manajemen risiko dan implementasi GCG secara keseluruhan.

Dengan profesionalisme organ pendukung Dewan Komisaris tersebut maka visi serta misi Perusahaan berjalan secara beriringan dengan komitmen Dewan Komisaris dalam menerapkan nilai-nilai tata kelola

Board of Commissioners and Committees hold regular meetings to discuss findings and conduct field supervision to ensure that the Company's operations comply with existing regulations, policies, and procedures.

The Board of Commissioners views that the Audit Committee and the Nomination and Remuneration Committee have properly carried out their respective functions and roles and responsibilities in 2021. All supporting organs have shown optimal performance in conducting a thorough review of the Company's business activities in operational, financial, risk management and overall GCG implementation aspects.

With the professionalism of the supporting organs of the Board of Commissioners, the Company's vision and mission go hand in hand with the commitment of the Board of Commissioners in implementing the

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perusahaan yang baik, dapat dipastikan bahwa seluruh aktivitas Perusahaan telah berjalan tanpa adanya potensi benturan kepentingan yang dapat menyebabkan kerugian bagi pemangku kepentingan.

PANDANGAN ATAS PENERAPAN WHISTLEBLOWING SYSTEM

Sebagai salah satu poin pelaksanaan prinsip GCG, Dewan Komisaris senantiasa berupaya memastikan bahwa *Whistleblowing System* (WBS) di Perusahaan dapat memberikan kemudahan akses pelaporan pelanggaran. Implementasi WBS yang menggunakan *web based* akan mendukung keterbukaan terkait pelaporan pegawai yang melakukan potensi tindak pidana korupsi.

Mekanisme pelaporan penyimpangan atau pelanggaran dimulai dari proses pelaporan. Setiap laporan yang diterima dalam WBS akan diproses oleh Unit WBS dengan keterlibatan Komisaris Utama dan Direktur Utama sebagai penentu keputusan atas hasil validasi laporan yang diterima.

Sepanjang tahun 2021, Dewan Komisaris secara aktif terlibat dan mengawasi efektivitas pelaksanaan WBS di Perseroan. Dewan Komisaris memandang bahwa implementasi WBS masih menyediakan banyak ruang *improvement* untuk terus dikembangkan mengingat signifikansi laporan pelanggaran yang dapat menjadi masukan bagi KAI Commuter agar lebih jeli terhadap potensi penyimpangan yang dapat memberikan efek negatif bagi Perusahaan.

Selama tahun 2021 terdapat 2 (dua) laporan pelanggaran yang disampaikan melalui Unit WBS dan semuanya sudah diproses sesuai peraturan yang berlaku di KAI Commuter. Dewan Komisaris mendukung setiap upaya untuk menjadi entitas yang semakin berkomitmen pada praktik bisnis yang bersih dan berintegritas.

values of good corporate governance. It can be ensured that all of the Company's activities have been carried out without any potential conflicts of interest that could cause harm to stakeholders.

OPINION ON WHISTLEBLOWING SYSTEM IMPLEMENTATION

As one of the points of implementing GCG principles, the Board of Commissioners always strives to ensure that the *Whistleblowing System* (WBS) in the Company can provide easy access to reporting violations. The implementation of a *web-based* WBS will support transparency regarding the reporting of employees who commit potential criminal acts of corruption.

The mechanism for reporting irregularities or violations starts from the reporting process. Each report received in the WBS will be processed by the WBS Unit with the involvement of the President Commissioner and the President Director as decision makers on the results of the validation of the reports received.

Throughout 2021, the Board of Commissioners was actively involved and oversaw the effectiveness of the WBS implementation in the Company. The Board of Commissioners views that the WBS implementation still provides a lot of room for improvement to continue to be developed considering the significance of reports of violations that can be input for KAI Commuter to be more observant of potential irregularities that can have a negative effect on the Company.

There were 2 (two) violation reports submitted through the WBS Unit throughout 2021 and all of them have been processed according to the regulations that apply at KAI Commuter. The Board of Commissioners supports every effort to become an entity that is increasingly committed to clean business practices and integrity.

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PANDANGAN ATAS TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN PERUSAHAAN

Dukungan operasional Perusahaan tak lepas dari masyarakat pengguna commuterline. Di samping upaya perbaikan pelayanan, Dewan Komisaris juga mendukung upaya Direksi dalam menjalankan program tanggung jawab sosial dan lingkungan perusahaan. Beberapa realisasi kegiatannya yaitu: kegiatan sosialisasi dan edukasi bersama warga di sekitar rel kereta api terkait aksi vandalisme, FGD dengan *stakeholder*, santunan terhadap anak yatim, penyembelihan hewan qurban, dsb. melalui program-program yang berkesinambungan, Dewan Komisaris berharap KAI Commuter dapat memberikan kontribusi nyata kepada masyarakat dalam berbagai aktivitas sosial sebagai bentuk apresiasi atas kepercayaan dan dukungan terhadap kemajuan KAI Commuter.

Dewan Komisaris sangat mengapresiasi kinerja Direksi KAI Commuter atas capaiannya dalam menghadapi kondisi gejolak ekonomi pada pandemi Covid-19. Strategi optimalisasi SDM untuk melakukan pelayanan dan efisiensi anggaran merupakan cara-cara yang dilakukan Manajemen untuk bertahan dan berhasil melewati tahun 2021 dengan sangat baik.

PERUBAHAN PADA KOMPOSISI DEWAN KOMISARIS

Dewan Komisaris ingin menyampaikan bahwa telah terjadi perubahan pada komposisi Dewan Komisaris di tahun 2021. Perubahan dilakukan berdasarkan Keputusan Rapat Umum Pemegang Saham Nomor KP.303/III/3/KA-2021 pada tanggal 17 Maret 2021.

OPINION ON CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

The Company's operational support cannot be separated from the commuterline community. In addition to service improvement efforts, the Board of Commissioners also supports the efforts of the Board of Directors in carrying out corporate social and environmental responsibility programs. Some of the realizations of its activities are: socialization and education activities with residents around the railroad tracks related to vandalism, FGD's with stakeholders, compensation for orphans, slaughtering sacrificial animals, etc. Through sustainable programs, the Board of Commissioners hopes that KAI Commuter can make a real contribution to the community in various social activities as a form of appreciation for the trust and support for the progress of KAI Commuter.

The Board of Commissioners highly appreciates the performance of the KAI Commuter Directors for their achievements in dealing with the economic volatility during the Covid-19 pandemic. The HC optimization strategy to provide services and budget efficiency are ways that the Management does to survive and make it through 2021 very well.

CHANGES IN THE BOARD OF COMMISSIONERS COMPOSITION

The Board of Commissioners would like to convey that there has been a change in the Board of Commissioners composition in 2021. The change was made based on the Resolution of the General Meeting of Shareholders No. KP.303/III/3/KA-2021 on March 17, 2021.

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Selama tahun 2021, komposisi Dewan Komisaris Perusahaan adalah sebagai berikut:

Composition of the Company's Board of Commissioners throughout 2021 is as follows:

Nama / Name	Jabatan / Position	Periode Jabatan / Tenure
Maqin U Norhadi	Komisaris Utama / President Commissioner	Juli 2020 - Maret 2021 / July 2020 - March 2021
Dadan Rudiansyah	PLT Komisaris Utama / Act. President Commissioner	Maret 2021 - Sekarang / March 2021 - Present
Edy Widayaya	Komisaris / Commissioner	Juni 2019 - Sekarang / June 2019 - Present
Danto Restyawan	Komisaris / Commissioner	Juni 2020 - Sekarang / June 2020 - Present
John Robertho	Komisaris / Commissioner	Juli 2020 - Sekarang / July 2020 - Present

APRESIASI DAN PENUTUP

Kepada Direksi dan seluruh Insan KAI Commuter marilah bersama-sama kita wujudkan jasa angkutan kereta api komuter menjadi solusi ekosistem transportasi urban terbaik untuk Indonesia, sebagaimana *Tagline* yang diumumkan oleh KAI Commuter di tahun 2015 yaitu *"The Best Choice for Urban Transport"*.

Dewan Komisaris mengucapkan terima kasih dan penghargaan kepada Direksi dan seluruh Insan KAI Commuter serta Induk Perusahaan PT KAI (Persero) atas kontribusi untuk pencapaian kinerja tahun 2021. Etika dan perilaku dari nilai-nilai moral berdasarkan budaya Perseroan berperan dalam membentuk KAI Commuter sebagai Perusahaan yang memiliki integritas tinggi, peduli dalam memberikan pelayanan yang semakin baik,

APPRECIATION AND CLOSING

To the Board of Directors and all KAI Commuter personnel, together let us make commuter rail transportation services the best urban transportation ecosystem solution for Indonesia, as the Tagline announced by KAI Commuter in 2015 which is "The Best Choice for Urban Transport".

The Board of Commissioners would like to express our gratitude and appreciation to the Board of Directors and all personnel of KAI Commuter and the Parent Company of PT KAI (Persero) for their contribution to the achievement of performance in 2021. Ethics and behavior from moral values based on the Company's culture play a role in shaping KAI Commuter as a company that has high integrity, caring in providing better service, commitment to

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komitmen kepada semua pihak yang terkait, dengan didukung oleh Sumber Daya Manusia (SDM) yang *capable* sehingga menjadikan KAI Commuter menjadi kebanggaan bagi semua pihak yang terlibat di dalamnya. Kekompakan di lingkungan perusahaan juga sangat penting. Hal ini bisa menjadikan Perusahaan kuat dan dapat melewati masa pandemi *Covid-19* dengan menyelesaikan permasalahan-permasalahan yang timbul selama masa ini.

Kepada seluruh pemangku kepentingan, kami ucapkan terima kasih atas bimbingan dan arahnya sehingga Perusahaan dapat mencapai kinerja tahun 2021 ini dengan baik. Dewan Komisaris juga mengucapkan terima kasih kepada pengguna jasa commuteline dan pemangku kepentingan, yang telah menjalin hubungan yang harmonis untuk mendukung kemajuan Perusahaan.

Diharapkan, kedepannya komitmen dari semua pemangku kepentingan berjalan secara berkelanjutan, sehingga KAI Commuter dapat terus-menerus mengalami kemajuan dan berperan besar terhadap kemajuan Perkeretaapian Indonesia.

all related parties, supported by capable Human Capital (HC) so that KAI Commuter becomes the pride of all parties involved in it. Solidarity in the corporate environment is also very important. This can make the Company strong and can get through the Covid-19 pandemic by solving problems that arise during this time.

To all stakeholders, we would also like to extend our gratitude for your guidance and direction so that the Company can achieve a good performance in 2021. The same gratitude also goes to commuteline service users and stakeholders, who have established a harmonious relationship to support the progress of the Company.

It is hoped that in the future the commitment of all stakeholders will run in a sustainable manner, so that KAI Commuter can continue to progress and play a major role in the progress of the Indonesian Railways.

Jakarta, April 2022

Atas Nama Dewan Komisaris
On behalf of the Board of Commissioners



DADAN RUDIANSYAH

PLT Komisaris Utama
Act. President Commissioner

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“

Pada tahun 2021, skor *self-assessment* GCG yang didapat Perusahaan yakni sebesar 85,99, naik 0,23% dari tahun sebelumnya yakni sebesar 85,79. Perusahaan juga melakukan audit baik internal maupun eksternal untuk meningkatkan kualitas Perusahaan dalam menerapkan sistem GCG, audit eksternal dilakukan oleh lembaga sertifikasi ISO 9001:2015 Sistem Manajemen Mutu dari PT TUV NORD Indonesia.

In 2021, the GCG self-assessment score obtained by the Company was 85.99, an increase of 0.23% from the previous year which was 85.79. The Company also conducts internal and external audits to improve the quality of the Company in implementing the GCG system, external audits are carried out by the ISO 9001:2015 Quality Management System certification body from PT TUV NORD Indonesia.



ROPPIQ LUTZFI AZHAR
 PLT Direktur Utama
 Act. President Director



LAPORAN DIREKSI

Board of Directors Report

Pemegang saham dan pemangku kepentingan yang terhormat,

Dear Honorable Shareholders and Stakeholders,



Segala puji syukur kepada Tuhan Yang Maha Kuasa, karena berkat rahmat dan lindungan-Nya, tahun 2021 kembali menjadi tahun pencapaian bagi PT Kereta Commuter Indonesia di tengah mulai kembalinya momentum pemulihan ekonomi walaupun belum secara total yang melanda dan berdampak pada berbagai aspek kesehatan, kemanusiaan, sosial, dan ekonomi.

Dalam kesempatan ini, izinkan saya atas nama Direksi menyampaikan laporan pertanggungjawaban atas kinerja Perusahaan tahun buku 2021.

PERKEMBANGAN EKONOMI GLOBAL DAN DOMESTIK

Belajar dari pesatnya penyebaran Covid-19 varian Omicron menunjukkan bahwa pandemi kemungkinan akan terus mengganggu aktivitas ekonomi secara fluktuatif. Selain itu, perlambatan yang signifikan terjadi di negara-negara ekonomi utama, termasuk Amerika Serikat dan China, membebani permintaan eksternal di negara-negara berkembang. Pada saat pemerintah di banyak negara berkembang kekurangan ruang kebijakan untuk mendukung perekonomian jika diperlukan, gelombang pandemi Covid-19 baru, terhentinya rantai pasokan, dan tekanan inflasi serta kerentanan sistem keuangan di sebagian besar dunia dapat meningkatkan risiko terhambatnya perkembangan ekonomi.

Praise be to the Almighty God for His grace and protection, 2021 is another year of achievement for PT Kereta Commuter Indonesia amid the return of momentum for economic recovery, although it has not yet completely hit and has an impact on various aspects of health, humanity, social, and economic.

On this occasion, please allow me on behalf of the Board of Directors to submit an accountability report on the Company's performance for the 2021 fiscal year.

GLOBAL AND DOMESTIC ECONOMIC DEVELOPMENT

The rapid spread of the Omicron variant of Covid-19 shows that the pandemic is likely to continue to disrupt economic activity in a fluctuating manner. In addition, a significant slowdown in major economies, including the United States and China, weighed on external demand in developing countries. At a time when governments in many developing countries lack the policy to support the economy if needed, the new wave of the Covid-19 pandemic, supply chain disruptions, and inflationary pressures and financial system vulnerabilities in other parts of the world could increase the risk of hampering economic development.

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Produk domestik bruto (PDB) Indonesia pada tahun 2021 terakhir jika diukur berdasarkan atas dasar harga berlaku mencapai Rp16.970,8 triliun, sementara berdasarkan harga konstan mencapai Rp2.845,9 triliun. PDB per kapita Indonesia sendiri pada tahun 2021 tercatat sebesar Rp62,2 juta atau naik sebesar 9,3% dari tahun sebelumnya.

Sepanjang tahun 2021, pertumbuhan PDB menurut lapangan usaha yang tertinggi berasal dari Sektor Perdagangan & Reparasi sebesar 4,65%. Sementara sektor Pertanian, Konstruksi, serta Pengolahan hanya mampu mencatatkan pertumbuhan di bawah 4% pada tahun 2021. Jika dibandingkan dengan tahun 2020, angka pertumbuhan ini sudah sangat baik mengingat pada tahun 2020 hampir semua sektor lapangan usaha berkontraksi pertumbuhannya akibat puncak pandemi Covid-19 yang membuat ekonomi tidak stabil. Dengan demikian, Perusahaan perlu tetap waspada dan dengan cermat memastikan terciptanya iklim usaha yang lebih baik di tengah ketidakpastian pada tahun mendatang dengan mengeluarkan kebijakan-kebijakan yang diperlukan.

Kementerian Keuangan (Kemenkeu) mencatatkan bahwa realisasi pendapatan negara mencapai Rp2.003,1 triliun sepanjang 2021. Angka itu tumbuh 21,6% dari periode yang sama tahun sebelumnya yang berada pada angka sebesar Rp1.647,8 triliun. Pencapaian tersebut melampaui target Anggaran Pendapatan Belanja (APBN) 2021 dengan realisasi mencapai 114,9% dari target yang diharapkan. Target pendapatan negara dalam APBN tahun ini sebesar Rp1.743,6 triliun.

Indonesia's gross domestic product (GDP) in 2021 when measured based on current prices reached Rp16,970.8 trillion, while based on constant prices it reached Rp2,845.9 trillion. Indonesia's own GDP per capita in 2021 was recorded at Rp62.2 million, an increase of 9.3% from the previous year.

Throughout 2021, the highest GDP growth by business sector came from the Trade & Repair Sector at 4.65%. Meanwhile, the Agriculture, Construction, and Processing sectors were only able to record growth below 4% in 2021. When compared to 2020, this growth rate is already very good considering that in 2020 almost all business sectors contracted their growth due to the peak of the Covid-19 pandemic which destabilize economists. Thus, the Company needs to remain aware and carefully ensure the creation of a better business climate amidst uncertainty in the coming year by issuing the necessary policies.

The Ministry of Finance (Kemenkeu) recorded that the realization of state revenues reached Rp2,003 trillion throughout 2021, grew 21.6% from the same period the previous year at Rp1,647.8 trillion. This achievement exceeded the target of the 2021 Budget (APBN) with the realization reaching 114.9% of the expected target. The target of state revenue in this year's APBN amounted to Rp1,743.6 trillion.

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IMPLEMENTASI STRATEGI BISNIS

Perusahaan tetap berupaya mewujudkan kinerja positif melalui penerapan strategi usaha yang efektif serta efisiensi yang berkelanjutan. Direksi mengawal kinerja tahun 2021 dengan mengimplementasikan berbagai kebijakan strategis yang berfokus untuk mempertahankan kinerja positif di tengah momentum pemulihan ekonomi yang terjadi. Dalam menjalankan usahanya, KAI Commuter menjalankan kebijakan strategis untuk tetap bertahan yaitu melakukan efisiensi dan fokus pada pelayanan pelanggan yang sesuai dengan dinamika operasional saat ini.

Dari segi operasional, Perseroan mengimplementasikan strategi optimalisasi protokol kesehatan dengan menambah perjalanan kereta hingga 1.005 perjalanan yang kami sediakan untuk menghindari kepadatan penumpang. Perseroan juga menerima penugasan operasional commuterline Yogyakarta-Solo yang ditandai dengan diresmikan oleh Presiden Joko Widodo.

Pada strategi efisiensi, Perseroan melakukan kalkulasi cermat atas penggunaan anggaran agar memenuhi Instruksi Direksi No. 012/DIR/INSTRUKSI/IV/2020 terkait Efisiensi Biaya-Skala Prioritas dan menyesuaikan dengan perubahan aturan agar dapat tetap beroperasi di kala pandemi.

HAMBATAN YANG DIHADAPI

Dalam menjalankan operasionalnya, Perseroan tidak terlepas dari kendala-kendala yang dihadapi sejalan dengan masih adanya pandemi Covid-19 yang membuat Perseroan terus berusaha melakukan upaya pencegahan penyebaran Covid-19 sesuai dengan regulasi pihak otoritas baik pusat maupun daerah. Berbagai regulasi seperti menerapkan protokol kesehatan, pembatasan kapasitas angkut penumpang menjadi tantangan Perseroan selama tahun 2021.

BUSINESS STRATEGY IMPLEMENTATION

The Company continuously strives to achieve positive performance through the implementation of effective business strategies and sustainable efficiency. The Board of Directors oversees the performance in 2021 by implementing various strategic policies that focus on maintaining positive performance amidst the momentum of economic recovery. In running its business, KAI Commuter carries out a strategic policy to stay afloat, namely efficiency and focus on customer service in accordance with current operational dynamics.

From an operational perspective, the Company implemented a strategy of optimizing health protocols by adding train trips to 1,005 trips to avoid passenger congestion. The Company also received an operational assignment for the Yogyakarta-Solo commuterline which was inaugurated by President Joko Widodo.

In the efficiency strategy, the Company performed thorough calculations on the use of the budget to comply with the Board of Directors Instruction No. 012/DIR/INSTRUKSI/IV/2020 on Cost Efficiency-Priority Scale and adapted to changes in regulations to be able to continue to operate during the pandemic.

OBSTACLES FACED

The Company's operations are inseparable from the obstacles in line with the ongoing Covid-19 pandemic which has made the Company continue to make efforts to prevent the spread of Covid-19 in accordance with regulations from both central and regional authorities. Various regulations such as implementing health protocols and limiting passenger transport capacity were challenges for the Company throughout 2021.

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Ditengah pembatasan kapasitas angkut penumpang, KAI Commuter terus berupaya menambah jumlah perjalanan agar penerapan protokol kesehatan di dalam commuteline tetap terjaga hingga mencapai 1.005 perjalanan per hari.

Walaupun dihadapkan dengan berbagai tantangan, Perseroan terus melakukan kolaborasi dengan berbagai pihak, salah satunya dengan mendukung pengoperasian jalur layang di Stasiun Manggarai yang merupakan bagian dari proyek *Double-Double Track* (DDT) guna meningkatkan fasilitas pelayanan. Selain itu, kolaborasi juga dilakukan dengan otoritas daerah seperti Pemerintah Kota Surakarta dengan meluncurkan Kartu Multi Trip (KMT) edisi khusus Solo dan Pemerintah Kota Bogor dengan menambah kemudahan aksesibilitas pelanggan dan meluncurkan KMT edisi Bogor.

Dari upaya-upaya yang telah diaktualisasikan, Perseroan berhasil meraih 25 penghargaan di antaranya Gold Winner kategori aplikasi KRL Access dalam ajang Public Relations Indonesia Award 2021, Platinum untuk Best Digital Media dalam ajang ICCA 2021, Diamond untuk Tim Emperor "Pembuatan Alat Uji *Traction Motor* (TM) Untuk Mengetahui Kualitas Serta Meningkatkan Efisiensi Waktu Dan Biaya Pada Unit Sarana commuteline Di PT Kereta Commuter Indonesia" di ajang TKMPN 2021, The Best CEO Business Improvement Anak Perusahaan BUMN, dan lainnya. Selain berhasil meraih 25 penghargaan, Perseroan juga berhasil mendapatkan sertifikasi *Safe Guard Label* SIBV yang merupakan penilaian yang dilakukan oleh Bureau Veritas yang bekerja sama dengan Surveyor Indonesia. Kriteria penilaian *Safe Guard Label* SIBV terbagi menjadi tiga, yaitu kesehatan, keselamatan, serta kebersihan dari suatu lokasi industri. Dengan memenuhi ketiga standar tersebut, Perseroan dianggap mampu mendukung aktivitas pelanggan di tengah kondisi *New Normal*.

In the midst of restrictions on passenger transport capacity, KAI Commuter strives to increase the number of trips to reach 1,005 trips per day so that the implementation of health protocols in commuteline is maintained.

Despite facing various challenges, the Company continued to collaborate with various parties, one of which is by supporting the operation of the flyover at Manggarai Station which is part of the Double-Double Track (DDT) project to improve service facilities. In addition, the Company also collaborated with local authorities such as the Surakarta City Government by launching a Multi Trip Card (KMT) special edition and the Bogor City Government by increasing customer accessibility and launching KMT Bogor edition.

From the efforts that have been realized, the Company has won 25 awards including Gold Winner in the KRL Access application category in the Public Relations Indonesia Award 2021, Platinum for Best Digital Media at the ICCA 2021, Diamond for the Emperor Team "Making Traction Motor (TM) Test Equipment to Identify the Quality and Improve Time and Cost Efficiency in the commuteline Facility Unit at PT Kereta Commuter Indonesia" at the 2021 TKMPN event, The Best CEO Business Improvement of BUMN Subsidiaries, and others. In addition to winning 25 awards, the Company also succeeded in obtaining the Safe Guard Label SIBV certification, which is an assessment carried out by Bureau Veritas in collaboration with Surveyor Indonesia. The Safe Guard Label SIBV assessment criteria are divided into three categories, namely health, safety, and cleanliness of an industrial location. By meeting these three standards, the Company is considered capable of supporting customer activities amid the New Normal condition.

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Direksi

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- 1. ROPPIQ LUTZFI AZHAR**
PLT Direktur Utama
Act. President Director
- 2. WAWAN ARIYANTO**
Direktur Operasi dan Pemasaran
Director of Operations and Marketing
- 3. DENNY HARYANTO**
PLT Direktur Teknik
Act. Director of Technic
- 4. ADANG SUJANA**
PLT Direktur Keuangan
Act. Director of Finance

TARGET DAN REALISASI KINERJA TAHUN 2021

Secara keseluruhan, pencapaian Perusahaan terhadap RKAP 2021 mayoritas tercapai lebih dari 100%. Namun demikian, melalui implementasi strategi serta *review* kinerja yang dilakukan secara berkala, Kinerja Perusahaan menunjukkan penurunan/peningkatan dari tahun 2020.

Sepanjang tahun 2021, di tengah kondisi pertumbuhan ekonomi yang fluktuatif, kami menargetkan laba bersih sebesar Rp253,38 miliar. Atas target tersebut, KAI Commuter berhasil mencatatkan pencapaian laba bersih sebesar Rp285,19 miliar atau 112,55% dari yang ditargetkan. Adapun realisasi pendapatan non angkutan penumpang dan pendukung angkutan KA sebesar Rp127,45 miliar atau sebesar 87,26% dari target RKAP. Perusahaan juga mencatatkan peningkatan pada jumlah aset sebesar 25,59% dari posisi tahun sebelumnya.

TARGET AND REALIZATION OF PERFORMANCE IN 2021

Overall, the majority of the Company's achievement of the 2021 RKAP is more than 100%. However, through the implementation of strategies and periodic performance reviews, the Company's Performance shows a decrease/increase from 2020.

Throughout 2021, in the midst of fluctuating economic growth conditions, we are targeting a net profit of Rp253.38 billion. With this target, KAI Commuter managed to record a net profit of Rp285.19 billion or 112.55% of the target. Meanwhile, the realization of non-passenger and rail transport revenue was Rp127.45 billion or 87.26% of the RKAP target. The Company also recorded an increase in total assets by 25.59% from that of the previous year's position.

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Selain itu, Perusahaan juga berhasil mencapai penilaian KPI sebesar 92,08% dari target KPI RKAP sebesar 100%. Perusahaan berhasil mencatat realisasi volume penumpang sebesar 73% dan pendapatan angkutan penumpang sebesar 79% dibandingkan target tahun 2021. Atas pencapaian tersebut, KAI Commuter meraih predikat Sehat "AAA" pada Tingkat Kesehatan Perusahaan Kep. Meneg BUMN No: KEP-100/MBU/2002. Penyerapan anggaran Investasi pada tahun 2021 tercapai sebesar Rp67,33 miliar atau 68,40% dari program Rp98,50 miliar.

PROSPEK USAHA

Tahun 2022 diharapkan menjadi periode pemulihan ekonomi secara nasional. Sejalan dengan hal itu, laju penyaluran kredit perbankan diharapkan dapat meningkat lebih pesat. Bank Indonesia (BI) memperkirakan pertumbuhan ekonomi Indonesia pada 2022 akan mencapai 4,7% hingga 5,5%. Hal ini didorong oleh perbaikan ekonomi global yang berdampak pada kinerja ekspor serta meningkatnya permintaan domestik dari sisi konsumsi dan investasi. Selain itu, berlanjutnya cakupan vaksinasi, pembukaan sektor ekonomi, serta longgarnya kegiatan sosial diharapkan mampu menggeliatkan kembali roda perekonomian. Penguatan sinergi dan inovasi ditujukan untuk menciptakan imunitas massal dari pandemi Covid-19 dan pembukaan kembali sektor ekonomi prioritas, mendorong pemulihan ekonomi dalam jangka pendek melalui kebijakan peningkatan permintaan.

Kajian *World Economic Outlook* pada bulan Juli 2021, perekonomian global tahun 2022 diperkirakan berangsur pulih dan tumbuh sebesar 4,9%. Pertumbuhan yang tinggi terutama pada negara berkembang yang diperkirakan akan mampu tumbuh mencapai 5,2%.

In addition, the Company also succeeded in achieving a KPI assessment of 92.08% of the KPI RKAP target of 100%. The Company managed to record the realization of passenger volume by 73% and passenger transportation revenue by 79% compared to the 2021 target. For this achievement, KAI Commuter won the "AAA" Healthy title at the Corporate Health Level of Ministry of State-Owned Enterprises Decree No: KEP-100/MBU/2002. Absorption of the Investment budget in 2021 reached Rp67.33 billion or 68.40% of the Rp98.50 billion program.

BUSINESS PROSPECT

The year 2022 is expected to be a period of national economic recovery. In line with this, the rate of bank lending is expected to increase more rapidly. Bank Indonesia (BI) estimates that Indonesia's economic growth in 2022 will reach 4.7% to 5.5%. This is driven by the improvement in the global economy which has an impact on export performance as well as increasing domestic demand in terms of consumption and investment. In addition, the continuation of vaccination coverage, the opening of the economic sector, and the relaxation of social activities are expected to be able to revive the wheels of the economy. Synergy and innovation strengthening is aimed at creating mass immunity from the Covid-19 pandemic and reopening priority economic sectors, encouraging economic recovery in the short term through policies to increase demand.

According to the *World Economic Outlook* review in July 2021, the global economy in 2022 is estimated to gradually recover and grow by 4.9%. High growth, especially in developing countries, which is estimated to be able to grow to 5.2%.

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Prospek perkeretaapian masih sangat menjanjikan melihat beberapa proyek kereta api masuk dalam PSN (Proyek Strategis Nasional). KAI Commuter juga akan menerima penugasan dari Kementerian Perhubungan dan KAI untuk pengelolaan KA Lokal Bandung dan Surabaya. KAI Commuter akan fokus pada investasi dan pengembangan pelayanan pelanggan dan berkomitmen ikut menyukseskan program Pemulihan Ekonomi Nasional (PEN). Komitmen Perseroan dibuktikan dengan melaksanakan pelayanan yang mematuhi ketentuan pemerintah dan upaya turut menyukseskan program vaksinasi BUMN sebagai bentuk pencegahan penularan Covid-19 di lingkungan Perseroan.

Direksi yakin seluruh target yang ditetapkan tahun 2022 bukanlah suatu target yang tidak realistis. Oleh karena itu pengendalian operasi guna meningkatkan efisiensi akan selalu dikedepankan oleh manajemen dalam menjalankan operasional. Perseroan optimis untuk meningkatkan kualitas maupun kuantitas bisnis yang dihasilkan dan tumbuh lebih baik di tahun mendatang

PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

Di tahun 2021, Perusahaan terus melaksanakan prinsip-prinsip fundamental terkait pelaksanaan prinsip GCG yang terdiri dari 5 (lima) prinsip, yaitu Keterbukaan, Akuntabilitas, Pertanggungjawaban, Kemandirian, dan Kewajaran. Bentuk komitmen peningkatan implementasi GCG juga dituangkan dalam upaya meningkatkan kualitas informasi dan tata Kelola melalui penyusunan Laporan Tahunan. Perusahaan meyakini bahwa informasi yang akurat di dalam Laporan Tahunan tidak hanya sebagai bentuk pertanggungjawaban pelaporan terhadap pemangku kepentingan, tetapi juga sebagai perwujudan komitmen *'beyond governance'*.

The prospect of the railways is still very promising considering that several railway projects are included in the PSN (National Strategic Projects). KAI Commuter will also receive an assignment from the Ministry of Transportation and KAI for the management of Bandung and Surabaya Local Railways. KAI Commuter will focus on investment and customer service development and is committed to participating in the success of the National Economic Recovery (PEN) program. The Company's commitment is proven by carrying out services that comply with government regulations and efforts to contribute to the success of the BUMN vaccination program as a prevention of the transmission of Covid-19 in the Company.

The Board of Directors believes that all the targets set for 2022 are not unrealistic targets. Therefore, the management will prioritize operational control to increase efficiency in carrying out operations. The Company is optimistic to improve the quality and quantity of business generated and grow better in the coming year.

IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

In 2021, the Company continued to implement fundamental principles related to the implementation of GCG principles which consist of 5 (five) principles, namely Transparency, Accountability, Responsibility, Independence, and Fairness. The commitment to improving the implementation of GCG is also stated in an effort to improve the quality of information and governance through the preparation of the Annual Report. The Company believes that accurate information in the Annual Report is not only a form of reporting accountability to stakeholders, but also as a manifestation of the commitment to *'beyond governance'*.

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Inisiasi penguatan penerapan GCG juga ditandai dengan dilaksanakannya sistem manajemen risiko sebagai upaya untuk mencegah terjadinya hal yang tidak diinginkan dalam hal strategi serta operasional Perusahaan. Unit pengelola manajemen risiko dibentuk atas dasar Surat Keputusan Direksi Nomor SK-002/KCJ/DIR-HRD/2/2017 tanggal 1 Februari 2017 tentang Pembentukan Struktur Organisasi dan Tata Laksana di Lingkungan Perseroan.

Pada tahun 2021, skor *self-assessment* GCG yang didapat Perusahaan yakni sebesar 85,99, naik 0,23% dari tahun sebelumnya yakni sebesar 85,79. Perusahaan juga melakukan audit baik internal maupun eksternal untuk meningkatkan kualitas Perusahaan dalam menerapkan sistem GCG, audit eksternal dilakukan oleh lembaga sertifikasi ISO 9001:2015 Sistem Manajemen Mutu dari PT TUV NORD Indonesia.

Saat ini pengelolaan risiko dalam berbagai kebijakan dan pengambilan keputusan bisnis di perusahaan masih fokus pada pengelolaan risiko investasi, termasuk di dalamnya mengenai *assessment* risiko hingga *monitoring* dan evaluasi.

Sepanjang tahun 2021, Unit Manajemen Risiko telah melakukan 14 *assessment* risiko. Pengendalian risiko dibangun secara komprehensif, terencana dan terstruktur. Untuk pengelolaan risiko, Perusahaan telah melakukan mitigasi terhadap risiko yang telah dilakukan penilaiannya, sepanjang tahun 2021 terdapat 166 jumlah mitigasi yang dilakukan Perusahaan untuk meminimalisir dampak dari risiko yang mungkin terjadi. Melalui seluruh perangkat GCG yang telah dimiliki saat ini, Perusahaan optimis untuk merealisasikan implementasi GCG yang lebih baik.

The initiation of strengthening the GCG implementation is also marked by the implementation of a risk management system as an effort to prevent undesirable things from happening in terms of the Company's strategy and operations. The risk management management unit was established on the basis of the Decree of the Board of Directors No. SK-002/KCJ/DIR-HRD/2/2017 dated February 1, 2017 on the Establishment of Organizational Structure and Management in the Company.

In 2021, the GCG self-assessment score obtained by the Company was 85.99, an increase of 0.23% from the previous year which was 85.79. The Company also conducts internal and external audits to improve the quality of the Company in implementing the GCG system, external audits are carried out by the ISO 9001:2015 Quality Management System certification body from PT TUV NORD Indonesia.

Currently, risk management in various policies and business decision making in the Company is still focused on managing investment risk, including risk assessment to monitoring and evaluation.

Throughout 2021, the Risk Management Unit has conducted 14 risk assessments. Risk control is built in a comprehensive, planned and structured manner. For risk management, the Company has mitigated the risks that have been assessed. Throughout 2021 there were 166 mitigations carried out by the Company to minimize the impact of risks that may occur. Through all existing GCG tools, the Company is optimistic about realizing a better GCG implementation.

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IMPLEMENTASI TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN PERUSAHAAN

Perusahaan berpandangan bahwa Tanggung Jawab Sosial dan Lingkungan (TJSL) merupakan sebuah upaya untuk mewujudkan pembangunan yang berkelanjutan. Dalam pelaksanaannya, terdapat berbagai pihak yang terlibat, baik internal maupun eksternal, mulai dari pegawai, komunitas, hingga masyarakat umum.

Setelah pada tahun lalu KAI Commuter menambah layanan dan fasilitas terkait protokol kesehatan bagi pelanggan, di tahun 2021 KAI Commuter bekerja sama dengan fasilitas kesehatan di wilayah setempat melaksanakan vaksinasi massal bagi pelanggan maupun masyarakat di sekitar stasiun. Program vaksinasi massal ini ditandai dengan kunjungan Presiden Joko Widodo di Stasiun Bogor pada 17 Juni 2021.

Selain itu, KAI Commuter juga mengaktifkan kembali 4 stasiun di lintas Yogyakarta-Solo untuk melayani pengguna commuterline, di antaranya Stasiun Srowot, Ceper, Delanggu, dan Gawok. Diaktifkannya kembali stasiun tersebut, membangkitkan sosial ekonomi daerah sekitar sehingga perekonomian daerah sekitar terus tumbuh dan berkembang.

Meskipun masih dalam pandemi Covid-19, Perseroan tetap mendorong karyawannya untuk meningkatkan kompetensi. Adapun realisasi biaya pengembangan kompetensi karyawan pada tahun 2021 tercatat sebesar Rp4.179.321.064 atau mencatat pencapaian sebesar 86% dibanding target tahun 2021. Keterbatasan di masa pandemi tidak mengurangi komitmen Perseroan untuk dapat meningkatkan level kompetensi SDM dalam menunjang perkembangan operasi dan bisnis Perseroan, sekaligus meningkatkan level kompetensi pribadi masing-masing karyawan.

IMPLEMENTATION OF CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

The Company views that Social and Environmental Responsibility (TJSL) is an effort to realize sustainable development. In its implementation, there are various parties involved, both internal and external, ranging from employees, communities, to the public.

After KAI Commuter added services and facilities related to health protocols for customers in the previous year, in 2021 KAI Commuter cooperated with health facilities in the local area to carry out mass vaccinations for customers and the community around the station. This mass vaccination program was marked by the visit of President Joko Widodo at Bogor Station on June 17, 2021.

In addition, KAI Commuter has also reactivated 4 stations on the Yogyakarta-Solo route to serve commuterline users, including Srowot, Ceper, Delanggu, and Gawok stations. The reactivation of the station will raise the socio-economic status of the surrounding area so that the economy of the surrounding area continuously grows and develops.

Despite the Covid-19 pandemic, the Company continues to encourage its employees to improve their competence. The realization of employee competency development costs in 2021 was recorded at Rp4,179,321,064 or 86% compared to the 2021 target. Limitations during the pandemic did not dampen the Company's commitment to increase the level of HC competence in supporting the development of the Company's operations and business, as well as increasing the level of personal competence of each employee.

LAPORAN DIREKSI

Board of Directors Report

Selain terhadap masyarakat dan karyawan, pelanggan juga menjadi salah satu aspek penting dalam pengelolaan KAI Commuter. Tanggung jawab terhadap layanan bagi pelanggan dan peran terhadap masyarakat diwujudkan melalui pengembangan layanan yang berkualitas serta dapat diandalkan. Untuk meningkatkan kualitas pelayanan kepada pelanggan, Perseroan melakukan survei rutin untuk mengukur tingkat kepuasan pelanggan. Pada tahun 2021 nilai indeks kepuasan pelanggan secara keseluruhan mengalami peningkatan yaitu dari 88,9% di tahun 2020 menjadi 90,94% di tahun 2021.

In addition to the community and employees, customers are also an important aspect in managing KAI Commuter. Responsibility for service to customers and the role of society is realized through the development of quality and reliable services. To improve the quality of service to customers, the Company conducts regular surveys to measure the level of customer satisfaction. In 2021, the overall customer satisfaction index value increased from 88.9% in 2020 to 90.94% in 2021.

PERUBAHAN KOMPOSISI DIREKSI

Pada kesempatan ini kami ingin menyampaikan bahwa di tahun 2021 telah terjadi perubahan dalam komposisi anggota Direksi Perusahaan berdasarkan Keputusan RUPS Nomor KP.303/III/3/KA-2021 pada tanggal 17 Maret 2021 dan Nomor KP.303/IX/2/KA-2021 pada tanggal 17 September 2021.

CHANGES IN BOARD OF DIRECTORS COMPOSITION

On this occasion we would like to deliver that in 2021 there has been a change in the composition of the members of the Company's Board of Directors based on the GMS Resolution No. KP.303/III/3/KA-2021 dated March 17, 2021 and No. KP.303/IX/2/KA-2021 on September 17, 2021.

Selama tahun 2021, komposisi Direksi Perusahaan adalah sebagai berikut:

During 2021, the composition of the Company's Board of Directors is as follows:

Nama / Name	Jabatan / Position	Periode Jabatan / Tenure
Wiwik Widayanti	Direktur Utama / President Director	April 2018 - Maret 2021 / April 2018 - March 2021
Mukti Jauhari	PLT Direktur Utama / Act. President Director	Maret 2021 - Juni 2021 / March 2021 - June 2021
Roppiq Lutzfi Azhar	PLT Direktur Utama / Act. President Director	September 2021 - Sekarang / September 2021 - Present
	Direktur Teknik / Technical Director	Juli 2020 - Maret 2021 / July 2020 - March 2021
Wawan Ariyanto	Direktur Operasi dan Pemasaran / Director of Operation and Marketing	Juli 2020 - Sekarang / July 2020 - Present
Denny Haryanto	PLT Direktur Teknik / Act. Director of Technic	September 2021 - Sekarang / September 2021 - Present
Muhammad Widodo	Direktur Keuangan / Director of Finance	Juli 2020 - Maret 2021 / July 2020 - March 2021
Adang Sujana	PLT Direktur Keuangan / Act. Director of Finance	Maret 2021 - Sekarang / March 2021 - Present

LAPORAN DIREKSI

Board of Directors Report

APRESIASI DAN PENUTUP

Atas nama Direksi, kami menyampaikan terima kasih dan apresiasi kepada PT KAI sebagai *Holding Company*, Dewan Komisaris, pelanggan, dan pemangku kepentingan lainnya atas dukungan dan kepercayaan yang terus diberikan. Perusahaan mendedikasikan seluruh pencapaian dan penghargaan yang diterima pada tahun 2021 kepada para pemangku kepentingan, energi yang menjadi kekuatan kami dalam mengembangkan dan memajukan diri menjadi lebih baik. Kami berterima kasih atas segala dukungan, kepercayaan, masukan dan kontribusi positif yang diberikan oleh masing-masing individu.

Apresiasi mendalam juga saya sampaikan kepada para seluruh Insan KAI Commuter yang telah mendedikasikan diri tanpa mengenal lelah. Seluruh kinerja Perusahaan yang dibungkus dalam tema keberanian dan ketahanan merupakan akumulasi hasil kerja keras insan Perusahaan, yang bahu membahu sebagai entitas yang resilien, dipersatukan oleh aspirasi bersama, dan didorong oleh keinginan besar untuk memberikan yang terbaik.

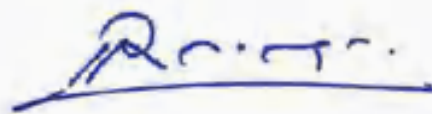
APPRECIATION AND CLOSING

On behalf of the Board of Directors, we would like to extend our gratitude and appreciation to PT KAI as the Holding Company, the Board of Commissioners, customers, and other stakeholders for their continued support and trust. The Company dedicates all achievements and awards received in 2021 to stakeholders for their energy that became our strength in developing and advancing ourselves for the better. We are grateful for all the support, trust, input and positive contributions given by each individual.

I would also like to extend my deep appreciation to all KAI Commuter personnel who have dedicated themselves tirelessly. The entire performance of the Company which is wrapped in the theme of courage and resilience is the accumulation of the hard work of the Company's people, who work hand in hand as a resilient entity, united by common aspirations, and driven by a great desire to give the best.

Jakarta, Juli 2022

Atas Nama Direksi
On behalf of the Board of Directors



ROPPIQ LUTZFI AZHAR
PLT Direktur Utama
Act. President Director



KAI
Commuter

KAI
Co



Profil Perusahaan

Company Profile

03

Hingga Desember 2021, KAI Commuter telah memiliki 1.150 unit commuterline, dan akan terus bertambah. Hal ini untuk memenuhi permintaan penumpang yang terus bertambah dari waktu ke waktu

As of December 2021, KAI Commuter had a total of 1,150 commuterline units which will continue to grow in the future to meet the ever-increasing passenger demands

”

IDENTITAS PERUSAHAAN

Corporate Identity

Nama Perusahaan

Company Name

PT Kereta Commuter Indonesia (KCI)

Tanggal Pendirian

Date of Establishment

15 September 2008

September 15, 2008

Status Perusahaan

Company Status

Swasta/Anak Perusahaan BUMN

Private/Subsidiary of SOE

Dasar Hukum Pendirian

Legal Basis of Establishment

Akta Pendirian No. 457 Tanggal 15 September 2008 yang dibuat di hadapan Notaris Ilmiawan Dekrit S, S.H yang disahkan oleh Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-74707.AH.01.01 Tahun 2008 tanggal 16 Oktober 2008 yang telah diubah terakhir dengan Akta No. 19 tanggal 14 Oktober 2019 yang dibuat di hadapan Notaris Tri Mulyahati, S.H., M.Kn yang disahkan oleh Surat Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0352258 Tahun 2017 tanggal 29 Oktober 2019.

Deed of Establishment No. 457 Dated September 15, 2008 drawn up before the Notary Scientist Decree S, SH which was ratified by the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-74707.AH.01.01 of 2008 dated October 16, 2008 which was last amended by Deed No. 19 dated October 14, 2019 drawn up before Notary Tri Mulyahati, SH, M.Kn which was ratified by the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0352258 Year 2017 dated October 29, 2019.

Bidang Usaha

Line of Business

Jasa Angkutan Kereta (Operator Kereta Komuter)

Rail Transport Services (Commuter Train Operator)

Nomor Pokok Wajib Pajak (NPWP)

Taxpayer Identification Number (NPWP)

02.491.683.5-093.000

Tanda Daftar Perusahaan (TDP)

Company Registration Certificate (TDP)

09.05.1.46.60747

Nomor Induk Berusaha (NIB)

Business Registration Number (NIB)

8120002900087

Izin Operasi Sarana Perkeretaapian Umum

Public Railway Facility Operation Permit

KP 1022 Tahun 2018

KP 1022 of 2018

Kepemilikan Saham

Share Ownership

- PT Kereta Api Indonesia (Persero) : 99,78%
- Yayasan Pusaka : 0,22%

IDENTITAS PERUSAHAAN

Corporate Identity

Modal Dasar
Authorized Capital

Rp542.000.000.000

Modal Ditempatkan
Issued Capital

Rp230.500.000.000

Jumlah Pegawai
Total Employees

2.586



Sekretaris Perusahaan
Corporate Secretary

Erni Sylviane Purba

Telp : 021-3453535
ext. 12311

Email : sekper@krl.co.id

Media Sosial
Social Media

- @commuterline
- @CommuterLine
- @Commuter Line
- COMMUTER CHANNEL

Alamat Kantor Pusat
Head Office Address

Kantor Pusat / Head Office

Stasiun Juanda, Jl. Ir. H. Juanda 1
Jakarta Pusat, Indonesia - 10120

Telp : 021-3453535
Email : kci@krl.co.id
Website : www.krl.co.id

Kantor KAI Commuter Wilayah VI /
KAI Commuter Region VI Office

Jl. Slamet Riyadi No. 514
Kota Surakarta - 57139



JEJAK LANGKAH

Milestones

15 September • September 15

KAI Commuter resmi menjadi Anak Perusahaan PT Kereta Api Indonesia (Persero). / KAI Commuter officially became a subsidiary of PT Kereta Api Indonesia (Persero).

2008



2009

23 Maret • March 23

Kedatangan 8 unit Kereta Seri 8500 Tokyu sebagai bagian program pengadaan commuteline tahun 2009. Selanjutnya KRL ini dikenal dengan sebutan Jalita (Jalan-Jalan Lintas Jakarta). / Tokyu train series as part of procurement program in 2009. Subsequently, these commutelines is popularly known as Jalita (Jalan-Jalan Lintas Jakarta).

19 Mei • May 19

Peresmian KCJ yang dihadiri oleh Menteri BUMN Sofyan Djalil dan Menteri Perhubungan Jusman Syafii Djalil. / Inauguration of KCJ, attended by the Minister of State-owned Enterprises Sofyan Djalil and Minister of Transportation Jusman Syafii Djalil.

19 Agustus • August 19

Peluncuran perdana pengoperasian kereta khusus Wanita (berada pada kereta pertama dan terakhir pada setiap rangkaian) dihadiri oleh Menteri Perhubungan Freddy Numberi dan Menteri Negara Pemberdayaan Perempuan dan 2 Anak Linda Amalia Sari. / Premiere launching of special trains for women (located on the first and last trains on each train set), attended by Minister of Transportation Freddy Numberi and Minister of Women and Children Empowerment Linda Amalia Sari.

2010



1 Februari • February 1

Abonemen atau Kartu Trayek Bulanan (KTB) dan Kartu Langganan Sekolah (KLS) digantikan dengan kartu elektronik Commet yang memiliki masa aktif satu bulan untuk satu kali pembayaran. / Subscription or Monthly Route Card (KTB) and School Subscription Card (KLS) were replaced with Commet electronic card which has an active period of one month for one payment.

1 Oktober • October 1

Kenaikan tarif Rp2.000 untuk semua relasi. / The increase in fare of Rp2,000 for all trips.

1 Desember • December 1

Penghapusan kartu Commet (abonemen). Tiket perjalanan commuteline hanya tersedia untuk jenis tiket harian satu kali perjalanan. / Elimination of Commet card (subscription). Commuteline tickets are only available for one-day travel tickets.

2012



2011

2 Juli • July 2

Pengoperasian Pola Operasi *Single Operation*, pada pola operasi ini waktu tempuh commuteline menjadi sama, tidak ada penyusulan & berhenti di setiap stasiun. / Commencement of Single Operation Pattern, in which the commuteline travel time was similar, no catch-up and stop at every station.

25 Juli • July 25

Tweet perdana KCJ melalui akun Twitter @CommuterLine sekaligus terbentuknya Helpdesk KCJ. / KCJ's first tweet through @commuteline Twitter account and the establishment of KCJ Helpdesk.

JEJAK LANGKAH

Milestones

1 Juli • July 1

- Penerapan sistem *e-ticketing*, menggantikan tiket kertas. / Implementation of e-ticketing system, replacing paper tickets.
- Penerapan tarif progresif per stasiun (perhitungan tarif berdasarkan stasiun yang dilalui). / Implementation of progressive rates (calculation of rates based on stations passed).

25 Juli • July 25

Penghapusan commuteline Ekonomi pada semua relasi, sehingga layanan commuteline menjadi sistem tunggal (*Single Class*). / Elimination of commuteline Economy class in all trips, making a Single Class system.

1 Desember • December 1

Pemberlakuan tiket satu kali perjalanan dengan penerapan jaminan kartu sebesar Rp5.000. Selanjutnya tiket satu kali perjalanan yang sebelumnya dikenal dengan KST berubah menjadi THB (tiket harian berjaminan). / Implementation of one-way tickets with a card guarantee of Rp5,000. Subsequently, the onetime ticket previously known as KST changes to THB (daily secured ticket).

1 April • April 1

- Penerapan tarif progresif berdasarkan km yang dilalui menggantikan tarif per stasiun. / Implementation of progressive rates based on the distance traversed replacing tariffs per station.
- Pengalihan pengelolaan Balai Yasa Manggarai commuteline untuk perawatan tahunan (*overhaul*) dari PT KAI ke KCJ. / Transfer of Balai Yasa Manggarai Management commuteline for the annual maintenance (*overhaul*) from PT KAI (Persero) to KCJ.

16 September • September 16

Pengoperasian commuteline dengan rangkaian 10 kereta (SF 10) perdana di lintas Bogor. / Commencing operation of commuteline trains set of 12 in Bogor Line.

21 Desember • December 21

Pengoperasian commuteline pada Lintas Tanjung Priok-Jakarta Kota. / Commencing operation of the commuteline for Tanjung Priok-Jakarta Kota Line.

27 Desember • December 27

Pengoperasian *Vending Machine* di Stasiun Jakarta Kota dan Sudirman. / Operation of Vending Machines at Jakarta Kota and Sudirman Stations.

2013



2014

15 Januari • January 15

Pengalihan pengelolaan awak KA commuteline, pegawai dipo, dan PUK commuteline ke KCJ. / Transfer management of commuteline trains, dipo employees and commuteline. PUK to KCJ.

5 Maret • March 5

Pengoperasian KRL dengan rangkaian 10 kereta (SF 10) perdana di lintas Bogor. / Commencement of KRL with the first SF 10 set in Bogor Line.

16 Juni • June 16

KCJ dan tiga bank BUMN meluncurkan integrasi kartu prabayar dengan *E-Ticketing* Commuteline (Brizzi, E-Money, dan Tap Cash). / KCJ and three state-owned banks launch the integration of prepaid card and E-Ticketing Commuteline (Brizi, E-Money, and Tap Cash).



2015

JEJAK LANGKAH

Milestones

1 April • April 1

Pengoperasian commuteline sampai dengan Rangkasbitung diikuti pembukaan Stasiun Citeras dan pembukaan kembali Stasiun Angke untuk layanan commuteline. / The operation of commuteline to Rangkasbitung and followed by the opening of Citeras Station and the reopening of Angke Station for commuteline services.

19 September • September 19

- PT KAI Commuter Jabodetabek (KCJ) berganti nama menjadi PT Kereta Commuter Indonesia (KAI Commuter). / PT KAI Commuter Jabodetabek (KCJ) changed its name into PT Kereta Commuter Indonesia (KAI Commuter).
- Pengoperasian *underpass* Stasiun Bojong Gede. / Operation of Bojong Gede Station underpass.
- Presiden Jokowi pertama kali naik commuteline bertepatan dengan HUT KAI. / President Jokowi's first commuteline ride in conjunction with KAI's anniversary.

8 Oktober • October 8

Pengoperasian commuteline rute Jakarta Kota-Cikarang dan pembukaan layanan commuteline di Stasiun Cikarang, Cibitung, Bekasi Timur dan Tambun. / Operation of Jakarta Kota-Cikarang route and the opening of commuteline services at Cikarang, Cibitung, East Bekasi, and Tambun Stations.

1 Februari • February 1

Pengoperasian bangunan baru Stasiun Cisauk. / Operation of the new building Cisauk Station.

3 Maret • March 3

Penggunaan aplikasi Link Aja! sebagai alat pembayaran commuteline. / Implementation of the Link Aja! app as commuteline's payment tool.

14 November • November 14

KAI Commuter mendapatkan izin dari Bank Indonesia untuk mengelola uang elektronik. / KAI Commuter obtained license from Bank Indonesia to manage electronic money.

31 Desember • December 31

KCI *Go Green*.



2016

Januari • January

Integrasi antarmoda commuteline dengan TransJakarta di Stasiun Tebet, Stasiun Manggarai dan Stasiun Palmerah. / Multimode integration between commuteline and TransJakarta at Tebet Station, Manggarai Station and Palmerah Station.

Juli • Juli

Peluncuran layanan informasi berbasis aplikasi KRL Access. / Launching of application-based information service, KRL Access.

2017

2018

8 Januari • January 8

Pengoperasian perdana *Vending Machine Fare Adjustment* serta penerapan mekanisme penyesuaian kekurangan tarif untuk pengguna THB dan penurunan saldo minimum KMT menjadi Rp5.000. / The first operation of the Fare Adjustment Vending Machine as well as the implementation of tariff adjustment mechanism for THB users and decreases the minimum balance of the KMT to Rp5,000.

14 Mei • May 14

Launching Simulator commuteline di Dipo Depok. / Launching of commuteline Simulator in Dipo Depok.

2019

JEJAK LANGKAH Milestones

5 Juni • June 5

Pembatasan jam operasional commuteline di masa PSBB, pembatasan pengguna KRL 74 orang per kereta, dan pemberlakuan tambahan yaitu balita dilarang naik commuteline, dilarang bicara di kereta, dan pengaturan waktu lansia & pedagang di commuteline. / Limitation of commuteline Operational Hours during PSBB and additional enforcements of prohibiting toddlers from taking the commuteline, talking on the train, and setting the time for the elderly & peddlers on the commuteline.

17 Juni • June 17

Menteri BUMN, Menteri Perhubungan dan Gubernur DKI Jakarta meresmikan Stasiun Tanah Abang, Sudirman, Juanda, dan Pasar Senen sebagai Stasiun Integrasi. / The Minister of SOEs, the Minister of Transportation and the Governor of DKI Jakarta inaugurated the Tanah Abang, Sudirman, Juanda, and Pasar Senen Stations as Integration Stations.

25 Agustus • August 25

Pembentukan C-Rangers sebagai Agen Perubahan KAI Commuter yang bertugas melakukan sosialisasi dan edukasi Budaya Perusahaan dan Kebiasaan Baru. / Formation of C-Rangers as Agents of Change for KAI Commuter in charge of socializing and educating Corporate Culture and New Normal.

29 September • September 29

Perubahan logo baru PT KAI (Persero) dan seluruh Entitas Anak melambangkan semangat baru dalam mewujudkan visi Menjadi Solusi Ekosistem Transportasi Terbaik untuk Indonesia. / The change in the new logo of PT KAI (Persero) and all of its Subsidiaries symbolizes a new spirit in realizing the vision of Being the Best Transportation Ecosystem Solution for Indonesia.

1 Oktober • October 1

Alih kelola KA Lokal di wilayah Daop 1 Jakarta dan alih kelola Kereta Prambanan Ekspres (Prameks) Daop 6 Yogyakarta. / Transfer of management of local trains in Daop 1 Jakarta area and transfer of management of Prambanan Express Train (Prameks) Daop 6 Yogyakarta.

20 November • November 20

KAI Commuter mendapat Sertifikat SMK3 dari Kementerian Ketenagakerjaan Republik Indonesia. / KAI Commuter received OHSMS Certificate from the Ministry of Manpower of the Republic of Indonesia.

2020



2021

1 Maret • March 1

Presiden Joko Widodo meresmikan beroperasinya commuteline Yogyakarta-Solo. / President Joko Widodo inaugurated the operation of the Yogyakarta-Solo commuteline.

8 April • April 8

Wali Kota Surakarta Gibran Rakabuming meluncurkan KMT edisi Solo dan ikut mencoba layanan commuteline. / Surakarta Mayor Gibran Rakabuming launched the Solo edition of the KMT and participated in trying the commuteline service.

17 Juni • June 17

Presiden Joko Widodo menyaksikan vaksinasi massal kepada pengguna commuteline di Stasiun Bogor. / President Joko Widodo attended the mass vaccination of commuteline users at Bogor Station.

25 September • September 25

Beroperasinya Stasiun Manggarai sisi barat menambah fasilitas stasiun yang semakin lengkap dan ramah disabilitas. / Operation of the west side of Manggarai Station adds more complete and disability-friendly station facilities.

17 Desember • December 17

Gubernur Jawa Barat, Wali Kota Bogor bersama Direktur Utama KAI meresmikan alun-alun Kota Bogor yang terintegrasi langsung dengan pintu timur Stasiun Bogor sekaligus meluncurkan KMT edisi Bogor. / The Governor of West Java, the Mayor of Bogor together with the President Director of KAI inaugurated the Bogor City Square which is directly integrated with the east gate of Bogor Station and at the same time launched the Bogor edition of KMT.

PENGHARGAAN DAN SERTIFIKASI

Awards and Certifications

Penghargaan • Awards



24 Februari • February 24

Gold Winner di ajang InMA 2021 yang diselenggarakan Serikat Perusahaan Pers.

Gold Winner at the InMA 2021 event organized by the Press Union.



31 Maret • March 31

1 Gold Winner aplikasi KRL Access, Bronze Winner untuk Corporate PR, dan Bronze Winner untuk Majalah Internal C-News edisi Februari 2020 di ajang PRIA 2021 yang diselenggarakan Majalah PR Indonesia.

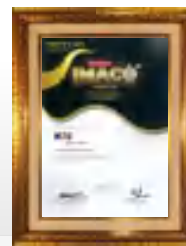
1 Gold Winner for the KRL Access application, Bronze Winner for Corporate PR, and Bronze Winner for the February 2020 edition of Internal C-News Magazine at the PRIA 2021 event organized by PR Indonesia Magazine.



8 April • April 8

Terbaik 3 kategori GCG di ajang Anugerah BUMN dari Majalah BUMN Track.

Best 3 categories of GCG in the BUMN Award event from BUMN Track Magazine.



28 April • April 28

Indonesia Excellence Acclaimed Company 2021 kategori Transportasi dari Majalah Warta Ekonomi.

Indonesia Excellence Acclaimed Company 2021 in the Transportation category from Warta Ekonomi Magazine

PENGHARGAAN DAN SERTIFIKASI

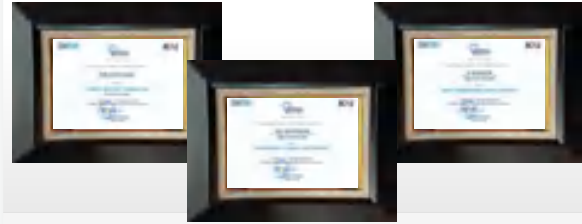
Awards and Certifications



9 Juni • June 9

GOLD WINNER The Most Promising Company in Tactical Marketing kategori anak perusahaan BUMN yang diselenggarakan Majalah Marketeers.

GOLD WINNER The Most Promising Company in Tactical Marketing for the category of SOE subsidiaries organized by Marketeers Magazine.



10 September • September 10

- Pengirim inovasi terbanyak
- Tim KCI Emperor (OH Manggarai) mendapatkan predikat Terbaik karya kelompok
- Tim C-Ranger (Corp Secretary) mendapat predikat Best Presenter kategori karya proyek di ajang Indonesia Improvement Award 2021 yang diadakan PT KAI (Persero)
- Sender of the most innovations
- KCI Emperor team (OH Manggarai) received the title of Best group work
- C-Ranger team (Corp Secretary) received the title of Best Presenter for the category of project work at the Indonesia Improvement Award 2021 held by PT KAI (Persero)



21 Oktober • October 21

- Platinum untuk Best Digital Media di ajang ICCA 2021
- Gold untuk Best Business Contribution di ajang ICCA 2021
- Gold untuk Best Customer Experience di ajang ICCA 2021
- Silver untuk Best Technology Innovation di ajang ICCA 2021
- Platinum for Best Digital Media at ICCA
- Gold for Best Business Contribution at ICCA 2021
- Gold for Best Customer Experience at ICCA 2021
- Silver for Best Technology Innovation at ICCA 2021

PENGHARGAAN DAN SERTIFIKASI

Awards and Certifications



18 November • November 18

- Diamond untuk Tim Emperor di ajang TKMPN 2021 yang diselenggarakan oleh WKM dan AMMPI.
- Tim Emperor meraih Best Performance di ajang TKMPN 2021.
- Platinum untuk C-Ranger "Percepatan Penerapan Change Management Dalam Penerapan Protokol Kesehatan Melalui Agen Millennial C-Ranger di Lingkungan KAI Commuter" di ajang TKMPN 2021.
- Gold untuk Tim C-Inventaris "C-Inventaris Sebagai Aplikasi yang Efisien Untuk Mempermudah Pencatatan dan Monitoring Pergerakan Barang Inventaris di Seluruh Wilayah KAI Commuter" di ajang TKMPN.
- Gold untuk Tim Berdebar "Peningkatan Kualitas SDM Awak Sarana Perkeretaapian KAI Commuter dengan Aplikasi Kru Pintar" di ajang TKMPN 2021.
- Diamond for the Emperor Team at the TKMPN 2021 event organized by WKM and AMMPI.
- Team Emperor won Best Performance at TKMPN 2021.
- Platinum for C-Ranger "Accelerating the Implementation of Change Management in the Implementation of Health Protocols Through Millennial C-Ranger Agents in the KAI Commuter Environment" at the 2021 TKMPN event.
- Gold for the C-Inventory Team "C-Inventory as an Efficient Application to Facilitate the Recording and Monitoring of Inventory Goods Movements throughout the KAI Commuter Area" at the 2021 TKMPN event.
- Gold for the Pounding Team "Improving the Quality of Human Resources for KAI Commuter Railway Facilities Crew with Smart Crew Applications" at the 2021 TKMPN event.

PENGHARGAAN DAN SERTIFIKASI

Penghargaan dan Sertifikasi



18 November • November 18

Silver kategori Perusahaan Jasa Besar di ajang SNI Award 2021 yang diselenggarakan oleh Badan Standar Nasional.

Silver for the category of Large Service Companies at the 2021 SNI Award event organized by the National Standards Agency.



15 Desember • December 15

The Best CEO Business Improvement Anak Perusahaan BUMN.

The Best CEO Business Improvement Subsidiary of SOE.



15 Desember ☑ December 15

Gold Digital branding anak perusahaan BUMN yang dilaksanakan oleh majalah BUMN Track.

Gold Digital branding of BUMN subsidiaries carried out by BUMN Track magazine.



17 Desember ☑ December 17

Highly Reputable SOE Subsidiary in Transportation Category yang diselenggarakan oleh The Economics Research Consulting.

Highly Reputable SOE Subsidiary in Transportation Category organized by The Economics Research Consulting.

PENGHARGAAN DAN SERTIFIKASI

Awards and Certifications

Sertifikasi • Certifications



26 November • November 26

Safe Guard Label SIBV dari Surveyor Indonesia dan Bureau Veritas.

Safe Guard Label SIBV from Surveyor Indonesia and Bureau Veritas.



9 Desember • December 9

Sertifikasi ISO 9001:2015 tentang Sistem Manajemen Mutu dari TUV NORD.

ISO 9001:2015 Certification on Quality Management System from TUV NORD.

RIWAYAT SINGKAT PERUSAHAAN

Brief History of the Company



PT KAI Commuter Jabodetabek sejak tanggal 19 September 2017 telah berganti nama menjadi PT Kereta Commuter Indonesia adalah salah satu anak perusahaan di lingkungan PT Kereta Api Indonesia (Persero) yang mengelola KA Commuter Jabodetabek dan sekitarnya. KCJ dibentuk sesuai dengan Inpres No. 5 tahun 2008 dan Surat Menteri Negara BUMN No. S-653/MBU/2008 tanggal 12 Agustus 2008. Perubahan nama menjadi KAI Commuter tertuang dalam risalah Rapat Umum Pemegang Saham pada tanggal 7 September 2017 yang juga telah mendapat Persetujuan Menteri Hukum dan HAM Republik Indonesia atas Perubahan Anggaran Dasar Perseroan Terbatas dengan Nomor Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.AHU-0019228.AH.01.02. Tahun 2017 tanggal 19 September 2017.

Pembentukan anak perusahaan ini berawal dari keinginan para stakeholder untuk lebih fokus dalam memberikan pelayanan yang berkualitas dan menjadi bagian dari solusi masalah transportasi perkotaan yang semakin kompleks. Perseroan ini resmi menjadi anak perusahaan PT Kereta Api Indonesia (Persero) sejak tanggal 15 September 2008. Kehadiran KAI Commuter dalam industri jasa angkutan KA Commuter bukanlah kehadiran yang tiba-tiba, tetapi merupakan proses pemikiran dan persiapan yang cukup panjang. Dimulai dengan pembentukan Divisi Angkutan Perkotaan Jabotabek oleh PT KAI (Persero), yang terpisah dari PT KAI (Persero) Daop 1 Jakarta.

PT KAI Commuter Jabodetabek since September 19, 2017 has changed its name to PT Kereta Commuter Indonesia (KAI Commuter). As one of the subsidiaries within PT Kereta Api Indonesia (Persero), KAI Commuter manages the Jabodetabek Commuter Train and its surroundings. KCJ was formed in accordance with Presidential Instruction No. 5 of 2008 and the Letter of the Minister of State-Owned Enterprises No. S-653/MBU/2008 dated August 12, 2008. The change of name to KAI Commuter was stated in the minutes of the General Meeting of Shareholders on September 7, 2017, which also approved by the Minister of Law and Human Rights of the Republic of Indonesia on the Amendment to the Articles of Association of Limited Liability Companies with the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No.AHU-0019228.AH.01.02. of 2017 on September 19, 2017.

The establishment of this subsidiary was driven by stakeholders' aspirations to sharpen the focus on providing quality services as the solution to increasingly complex urban transportation problems. The Company has officially become a subsidiary of PT Kereta Api Indonesia (Persero) since September 15, 2008. KAI Commuter's presence in the commuter rail transportation service industry is not a sudden presence, but has gone through a long process of thought and preparation. Starting with the establishment of Jabotabek Urban Transportation Division by PT KAI (Persero), which is separated from PT KAI (Persero) Daop 1 Jakarta.

RIWAYAT SINGKAT PERUSAHAAN

Brief History of the Company



Setelah pemisahan ini, pelayanan commuterline di wilayah Jabotabek berada di bawah PT KAI (Persero) Divisi Angkutan Perkotaan Jabotabek sementara pelayanan KA jarak jauh yang beroperasi di wilayah Jabodetabek berada di bawah PT KAI Daop 1 Jakarta. Dan akhirnya PT KAI (Persero) Divisi Angkutan Perkotaan Jabotabek berubah menjadi sebuah perseroan terbatas, PT KCJ. Setelah menjadi perseroan terbatas, perusahaan ini mendapatkan izin usaha No. KP 51 Tahun 2009 dan izin operasi penyelenggara sarana perkeretaapian No. KP 53 Tahun 2009 yang semuanya dikeluarkan oleh Menteri Perhubungan Republik Indonesia. Tugas pokok perusahaan yang baru ini adalah menyelenggarakan perusahaan pelayanan jasa angkutan kereta api komuter dengan menggunakan sarana Kereta Rel Listrik di wilayah Jakarta, Bogor, Depok, Tangerang, dan Bekasi (Jabodetabek) dan sekitarnya serta perusahaan di bidang usaha non angkutan penumpang.

KAI Commuter memulai modernisasi angkutan commuterline pada tahun 2011 dengan menyederhanakan rute yang ada menjadi lima rute utama, penghapusan commuterline ekspres, penerapan kereta khusus wanita, dan mengubah nama

After this separation, commuterline services in Jabotabek's area are under PT KAI (Persero), Jabotabek Urban Transport Division, while long-distance train services operating in the Jabodetabek area are under PT KAI Daop 1 Jakarta. Afterwards, PT KAI (Persero) Jabotabek Urban Transportation Division turned into a limited liability company, PT KCJ. After becoming a limited liability company, the company obtained a business license No. KP 51 of 2009 and the operating license for the operator of railway facilities No. KP 53 of 2009. All of which were issued by the Minister of Transportation of the Republic of Indonesia. The main task of this new company is to organize commuter rail transportation services using Electric Rail Train facilities in Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek) and its surrounding areas, as well as business in the non-passenger transportation business sector.

KAI Commuter started modernizing KRL transportation in 2011 by simplifying existing routes into five main routes, eliminating express KRL, implementing women-only trains, and changing the name of economy-AC KRL to Commuter Line train. This project was continued with the

RIWAYAT SINGKAT PERUSAHAAN

Brief History of the Company

“

Selama 2021, rata-rata jumlah pengguna commuterline per hari mencapai 359.311 pengguna per hari dengan total pengguna commuterline selama 2021 sebanyak 127.826.754 pengguna dengan rekor jumlah pengguna terbanyak yang dilayani dalam satu hari mencapai 526.432 pengguna.

During 2021, the average number of commuterline users per day reached 359,311 users per day with a total of 127,826,754 commuterline users in 2021 with the record for the highest number of users served in one day reaching 526,432 users.

commuterline ekonomi-AC menjadi kereta Commuter Line. Proyek ini dilanjutkan dengan renovasi, penataan ulang, dan sterilisasi sarana dan prasarana termasuk jalur kereta dan stasiun kereta yang dilakukan bersama PT KAI (Persero) dan Pemerintah. Pada 1 Juli 2013, KAI Commuter mulai menerapkan sistem tiket elektronik (*E-Ticketing*) dan sistem tarif progresif. Penerapan dua kebijakan ini menjadi tahap selanjutnya dalam modernisasi commuterline Jabodetabek.

Bersamaan dengan berlakunya Grafik Perjalanan Kereta Api (Gapeka) Tahun 2021 pada 10 Februari 2021, KAI Commuter mengoperasikan commuterline relasi Yogyakarta-Solo Balapan pp dan KA Prambanan Ekspres relasi Yogyakarta-Kutoarjo pp. Pada 1 Maret 2021, Presiden Joko Widodo secara resmi mengoperasikan layanan commuterline pertama kali di luar wilayah Jabodetabek.

Hingga Desember 2021, KAI Commuter telah memiliki 1.150 unit commuterline, dan akan terus bertambah. Hal ini untuk memenuhi permintaan penumpang yang terus bertambah dari waktu ke waktu.

renovation, rearrangement, and sterilization of facilities and infrastructure including train lines and train stations which were carried out together with PT KAI (Persero) and the Government. On July 1, 2013, KCI started the use of electronic ticketing system (*E-Ticketing*) and a progressive fare system. The implementation of these two policies is the next stage in the modernization of KRL Jabodetabek.

Along with the enactment of the 2021 Railway Travel Chart (Gapeka) on February 10, 2021, KAI Commuter operates the Yogyakarta-Solo Balapan commuterline connection pp and the Prambanan Express Yogyakarta-Kutoarjo KA connection pp. On March 1, 2021, President Joko Widodo officially operated the commuterline service for the first time outside the Greater Jakarta area.

As of December 2021, KAI Commuter had a total of 1,150 commuterline units which will continue to grow in the future to meet the ever-increasing passenger demands.

RIWAYAT SINGKAT PERUSAHAAN

Brief History of the Company

Selama 2021, rata-rata jumlah pengguna commuteline per hari mencapai 359.311 pengguna per hari dengan total pengguna commuteline selama 2021 sebanyak 127.826.754 pengguna dengan rekor jumlah pengguna terbanyak yang dilayani dalam satu hari mencapai 526.432 pengguna. Sebagai operator sarana, kereta commuteline yang dioperasikan KAI Commuter saat ini melayani 105 stasiun di seluruh Jabodetabek, Banten, Cikarang, Kutoarjo, Yogyakarta, hingga Solo Balapan dengan jangkauan rute mencapai 604.443 km.

During 2021, the average number of commuteline users per day reached 359,311 users per day with a total of 127,826,754 commuteline users in 2021 with the record for the highest number of users served in one day reaching 526,432 users. As a facility operator, the Commuter Line trains operated by KAI Commuter currently serve 105 stations throughout Greater Jakarta, Banten, Cikarang, Kutoarjo, Yogyakarta, to Solo Balapan with a route range of 604,443 km.

MAKSUD DAN TUJUAN

Objectives

Maksud dan Tujuan perusahaan yaitu untuk melakukan usaha di bidang transportasi pada umumnya, khususnya dibidang perkeretaapian dengan menyediakan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat yang meliputi usaha pengangkutan orang dengan kereta api dan usaha non angkutan penumpang dengan menerapkan prinsip-prinsip Perseroan Terbatas.

The objective of the company is to conduct business in the transportation sector in general, especially in the railway sector by providing high quality and highly competitive goods and/or services which include the business of transporting people by train and non-passenger transportation business by applying the principles of the Company. Limited.



BIDANG USAHA

Line of Business

Berdasarkan dengan Anggaran Dasar Perusahaan, bidang usaha yang dilakukan oleh PT Kereta Commuter Indonesia adalah:

PENGUSAHAAN ANGKUTAN PENUMPANG

Perusahaan telah melakukan pelayanan jasa transportasi kereta berbasis rel listrik mulai dari lintas sebagai berikut:

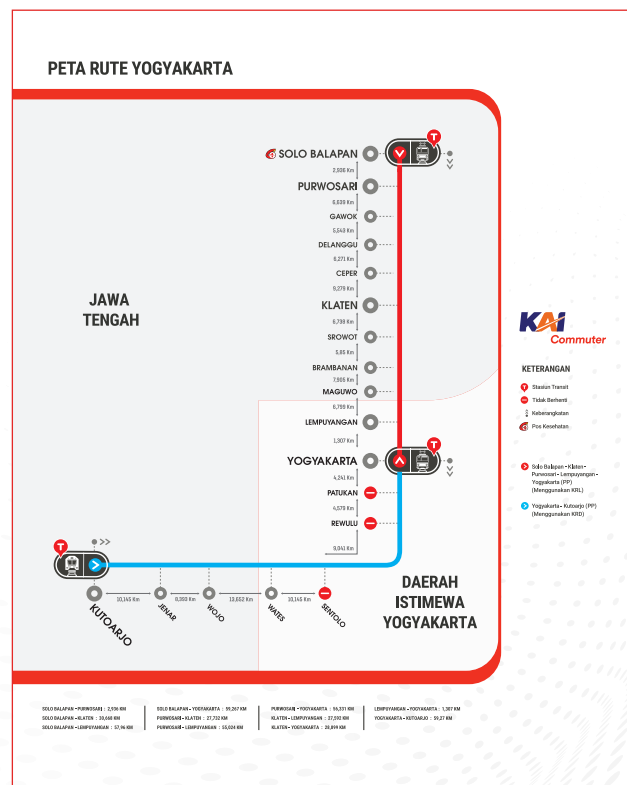
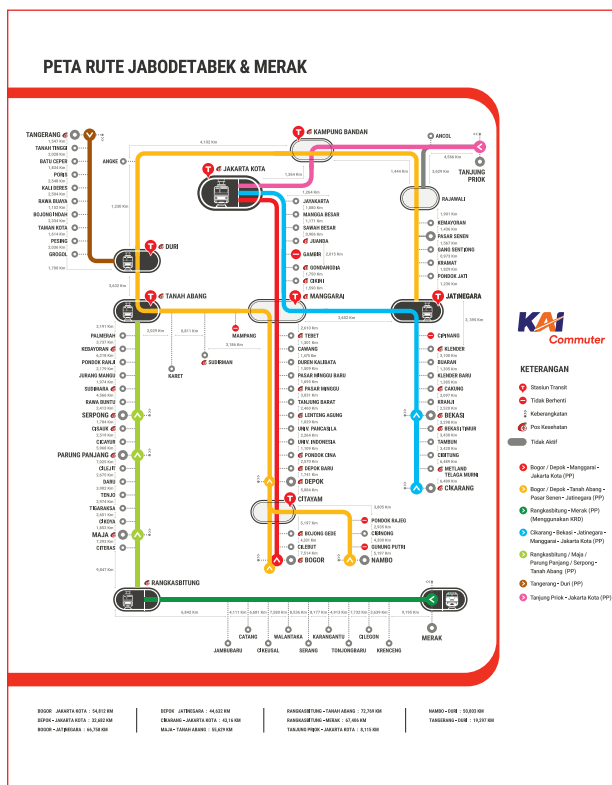
1. *Central line*: Bogor–Depok–Jakarta Kota
2. *Loop line*: Bogor–Depok–Tanah Abang–Kampung Bandan–Jatinegara
3. *Cikarang/Bekasi line*: Cikarang–Bekasi–Jatinegara–Jakarta Kota
4. *Rangkasbitung/Maja/Serpong line*: Rangkasbitung–Maja–Serpong–Tanah Abang
5. *Tangerang line*: Tangerang–Duri
6. *Nambo line*: Angke–Tanah Abang–Nambo
7. *Tanjungpriok line*: Jakarta Kota–Tanjungpriok
8. *Commuterline Wilayah 6 Yogyakarta*: Yogyakarta–Solo
9. *KA lokal Prambanan Ekspres*: Yogyakarta–Kutoarjo
10. *KA Lokal Merak Jaya*: Rangkasbitung–Merak

Based on the Company's Articles of Association, the line of business carried out by PT Kereta Commuter Indonesia are:

PASSENGER TRANSPORT BUSINESS

The company provides electric rail-based rail transport starting from the following routes:

1. *Central line* : Bogor–Depok–Jakarta Kota
2. *Loop line* : Bogor–Depok–Tanah Abang–Kampung Bandan–Jatinegara
3. *Cikarang/Bekasi line* : Cikarang–Bekasi–Jatinegara–Jakarta Kota
4. *Rangkasbitung/Maja/Serpong line* : Rangkasbitung–Maja–Serpong–Tanah Abang
5. *Tangerang line* : Tangerang–Duri
6. *Nambo line* : Angke–Tanah Abang–Nambo
7. *Tanjungpriok line* : Jakarta Kota–Tanjungpriok
8. *Commuterline Region 6 Yogyakarta*: Yogyakarta–Solo
9. *Prambanan Express local train*: Yogyakarta–Kutoarjo
10. *Merak Jaya Local Train*: Rangkasbitung–Merak



BIDANG USAHA

Line of Business

PENGUSAHAAN NON-ANGKUTAN PENUMPANG

1. Angkutan pra dan purna angkutan kereta api, intermoda dan bongkar muat barang yang berkaitan dengan usaha pada umumnya.
2. Mengusahakan semua bentuk fasilitas penunjang pelayanan prasarana dan sarana kereta api beserta komponen yang diperlukan.
3. Sewa menyewa segala bentuk sarana dan prasarana yang diperlukan sebagai penunjang pelayanan perkeretaapian pada umumnya.
4. Mengusahakan jasa perawatan sarana dan prasarana perkeretaapian termasuk di dalamnya perbaikan kereta api, perbengkelan kereta api, industri barang-barang (suku cadang) yang diperlukan untuk itu.
5. Mengusahakan jasa konsultasi perkeretaapian pada umumnya.
6. Mengusahakan pekerjaan modernisasi sistem transportasi perkeretaapian pada umumnya, baik untuk kepentingan Perseroan maupun kepentingan pihak ketiga lainnya.
7. Mengusahakan jasa pengadaan barang dan jasa lainnya yang berhubungan dengan perawatan perkeretaapian.
8. Mengusahakan pemanfaatan tanah, bangunan, fasilitas pelayanan, dan jasa keahlian di bidang perkeretaapian.
9. Mengusahakan pelatihan keterampilan dalam bidang perkeretaapian.

NON-PASSENGER TRANSPORT

1. Pre- and post-rail transportation, intermodal transportation and loading and unloading of goods related to business in general.
2. Strive for all forms of supporting facilities for rail infrastructure and facilities along with the necessary components.
3. Lease rents all forms of facilities and infrastructure needed to support railway services in general.
4. Provide maintenance services for railway facilities and infrastructure, including train repairs, train workshops, industrial goods (spare parts) needed for this purpose.
5. Engage in railway consulting services in general.
6. Efforts to modernize the rail transportation system in general, both for the benefit of the Company and the interests of other third parties.
7. Engage in the procurement of goods and other services related to railway maintenance.
8. Strive for the use of land, buildings, service facilities, and expertise services in the railway sector.
9. Strive for skills training in the railway sector.

BIDANG USAHA Line of Business

10. Mengusahakan kereta api sebagai sarana promosi dan hiburan bagi penumpang kereta api. Kegiatan non-angkutan penumpang dibagi menjadi dua kegiatan, yaitu:

1) Commuter Line

- a. Ruang Iklan yaitu suatu usaha yang memberikan tempat yang sudah ditentukan baik di dalam Commuter Line atau di luar untuk digunakan sebagai media iklan. Adapun *space* iklan di dalam dan luar Commuter Line sebagai berikut:
- b. *Passenger Information Display* adalah suatu tampilan informasi untuk penumpang yang mana tidak hanya informasi tentang Commuter Line tetapi ada juga berupa iklan yang berbentuk video.
- c. Kegiatan usaha memberikan fasilitas WiFi gratis kepada penumpang Commuter Line, di mana pendapatan yang perusahaan dapatkan dari sewa penempatan perangkat untuk WiFi dan *pop-up* iklan ketika penumpang menggunakan fasilitas WiFi gratis tersebut.
- d. *Ad Voice* adalah kegiatan usaha yang dilakukan di mana pemasangan iklan berupa suara.

2) Non-Commuter Line

- a. *Branding* di THB dan KMT yaitu memberikan *space* iklan kepada pihak ke tiga untuk melakukan *branding* pada kartu THB dan KMT.
- b. C-Corner adalah jenis usaha yang dikembangkan oleh unit komersial dalam menjual produk *souvenir*. Dalam melakukan penjualannya tidak hanya dengan *offline store* tapi juga dengan *online*.

10. Operate trains as a means of promotion and entertainment for train passengers. Non-passenger transportation activities are divided into two activities, namely:

1) Commuter Line









- a. Advertising Space is a business that provides a predetermined place either inside the Commuter Line or outside to be used as an advertising medium. The advertising space inside and outside the Commuter Line is as follows:
- b. Passenger Information Display is an information display for passengers which is not only information about the Commuter Line but there is also an advertisement in the form of a video.
- c. The business activity provides free WiFi facilities to Commuter Line passengers, where the income the company gets from the rental of device placement for WiFi and pop-up advertisements when passengers use the free WiFi facility.
- d. Ad Voice is a business activity carried out where advertising is in the form of sound.

2) Non-Commuter Line

- a. Branding on THB and KMT, namely providing advertising space to third parties to brand on THB and KMT cards.
- b. C-Corner is a type of business developed by a commercial unit in selling souvenir products. In making sales, not only with offline stores but also online.

WILAYAH OPERASIONAL

Operational Area

-  KCI Bogor/Depok-Manggarai-Jakarta Kota
-  KCI Bogor/Depok-Manggarai-Tanah Abang-Jatinegara
-  KCI Cikarang/Bekasi-Jatinegara-Tanah Manggarai-Jakarta Kota
-  KCI Tangerang-Duri
-  KCI Tanjung Priok-Kampung Bandan-Jakarta Kota
-  KCI Cikarang/Nambo-Citayam-Parung Panjang
-  KCI Rangkasbitung/Serpong-Tanah Abang
-  KCI Rangkasbitung-Merak



WILAYAH OPERASIONAL

Operational Area



Solo Balapan-Purwosari-Klaten-Yogyakarta

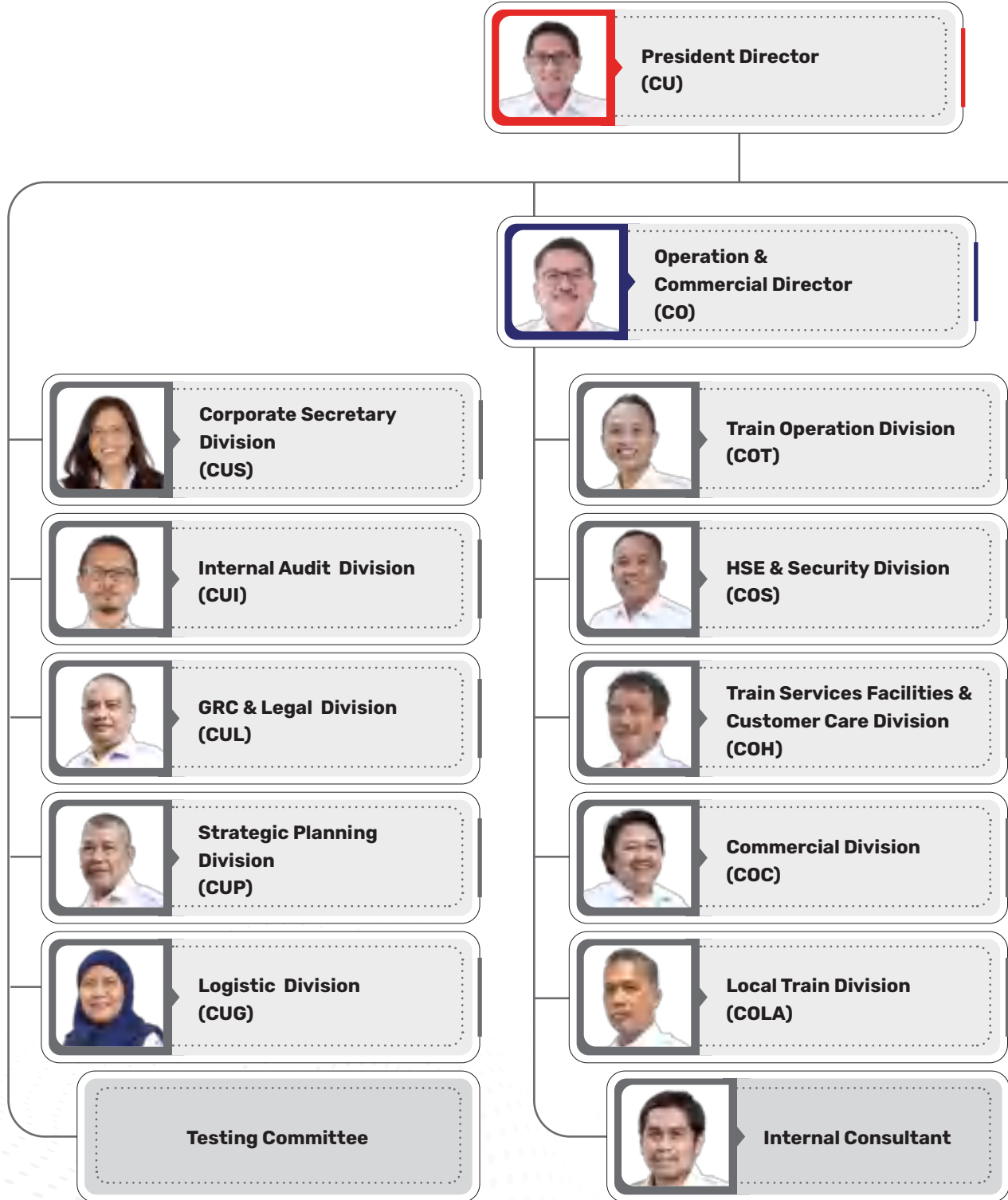


Kutoarjo-Yogyakarta



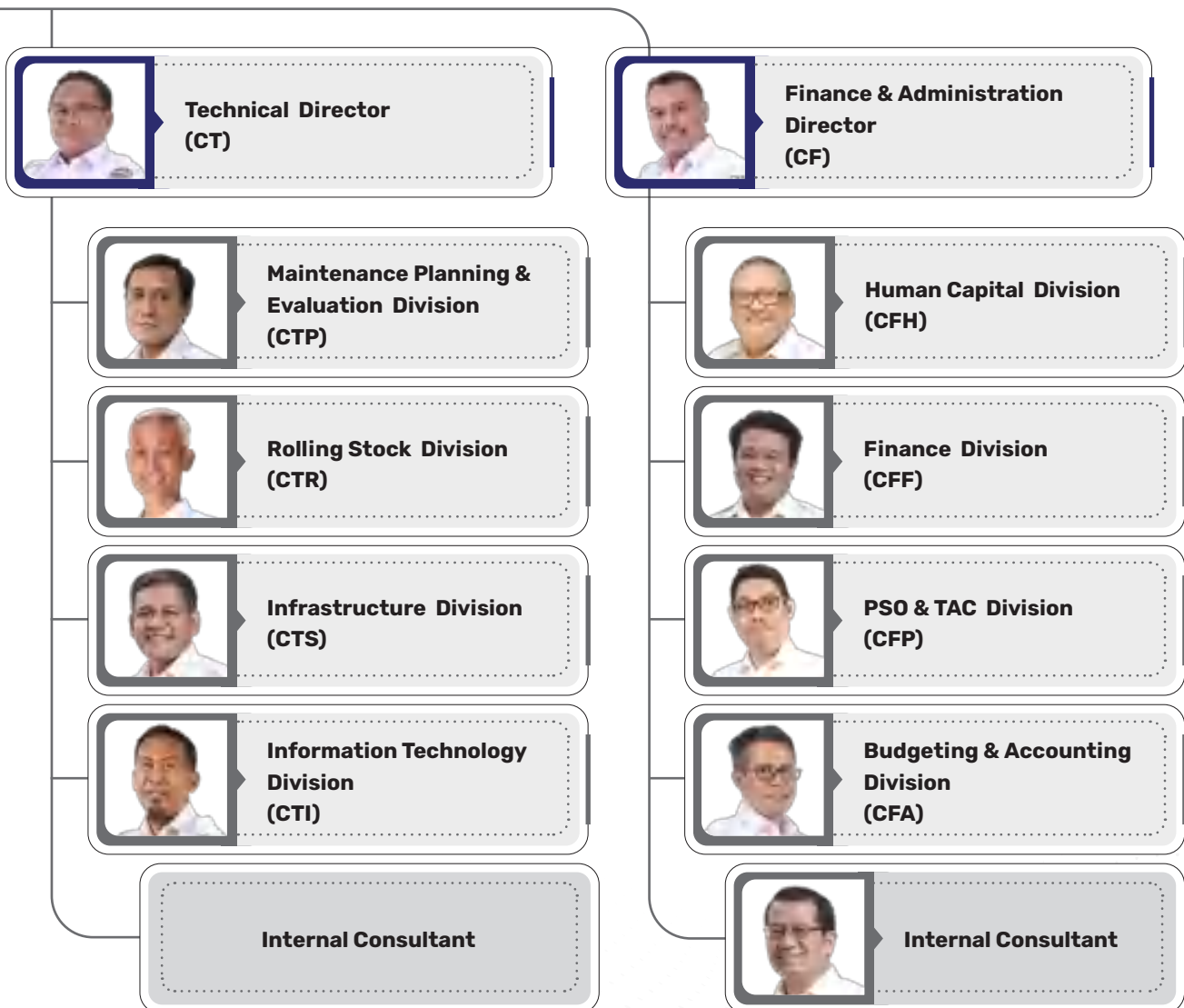
STRUKTUR ORGANISASI

Organizational Structure



STRUKTUR ORGANISASI

Organizational Structure



VISI, MISI, DAN BUDAYA PERUSAHAAN

Company Vision, Mission, and Culture



Visi

Vision

Mewujudkan jasa angkutan kereta komuter sebagai pilihan utama dan terbaik

To realize commuter rail transportation services as the main and best choice



Misi

Mission

Menyelenggarakan jasa angkutan kereta komuter yang mengutamakan keselamatan, pelayanan, keamanan, dan ketepatan waktu serta berwawasan lingkungan

To provide commuter rail transportation services that prioritize safety, service, security, and punctuality and are environmentally friendly



VISI, MISI, DAN BUDAYA PERUSAHAAN

Company Vision, Mission, and Culture

Review Visi Misi Oleh Dewan Komisaris dan Direksi

Review of the Vision and Mission by the Board of Commissioners and the Board of Directors



Pada tahun 2018 dilakukan penetapan visi yang telah disetujui oleh Dewan Komisaris dan Direksi Perseroan sesuai dengan Surat Keputusan Nomor: SK.044/CU/KCI/XI/2018 tanggal 6 November 2018 tentang Identitas.

Pada tahun 2019 Visi dan Misi Perseroan telah ditinjau kembali oleh Direksi dan Dewan Komisaris. Hal ini dilakukan karena Perseroan mempunyai rencana untuk melakukan ekspansi wilayah kerja sebagaimana penugasan pengelolaan kereta lokal oleh PT Kereta Api Indonesia (Persero). Berdasarkan hasil rapat maka akan dilakukan perubahan Visi Misi Perseroan yang akan dimasukkan ke dalam RJPP Perseroan 2020-2024.

In 2018, a vision was determined with the approval of the Board of Commissioners and the Board of Directors of the Company in accordance with Decree Number: SK.044/CU/KCI/XI/2018 dated November 6, 2018 regarding Identity.

In 2019 the Company's Vision and Mission have been reviewed by the Board of Directors and the Board of Commissioners. This was done because the Company has plans to expand its work area as assigned to local train management by PT Kereta Api Indonesia (Persero). Based on the results of the meeting, changes will be made to the Company's Vision and Mission which will be included in the Company's RJPP 2020-2024.

VISI, MISI, DAN BUDAYA PERUSAHAAN

Company Vision, Mission, and Culture

Budaya Perusahaan

Corporate Culture

Dalam rangka transformasi budaya untuk menyelesaikan sinergi *Core Values* BUMN yang sama, maka seluruh pegawai BUMN wajib mengimplementasikan *Core Values* AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif).

In the context of cultural transformation to complete the synergy of the same BUMN Core Values, all BUMN employees are required to implement the AKHLAK Core Values (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative).



Amanah Trustworthy

Kami memegang teguh kepercayaan yang diberikan / We uphold the trust given

- Memenuhi janji dan komitmen. / Fulfill promises and commitments
- Bertanggungjawab atas tugas, keputusan dan tindakan yang dilakukan. / Responsible for tasks, decisions and actions taken.
- Berpegang teguh kepada nilai moral dan etika. / Uphold moral and ethical values.



Kompeten Competent

Kami terus belajar dan mengembangkan kapabilitas / We continue to learn and develop capabilities

- Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah. / Improve self-competence to respond to ever-changing challenges.
- Membantu orang lain belajar. / Help others learn.
- Menyelesaikan tugas dengan kualitas terbaik. / Complete tasks with the best quality.



Harmonis Harmonious

Kami saling peduli dan menghargai perbedaan / We care about each other and respect differences

- Menghargai setiap orang apa pun latar belakangnya. / Respect everyone regardless of background.
- Suka menolong orang lain. / Likes to help others.
- Membangun lingkungan kerja yang kondusif. / Build a conducive work environment.



Loyal Loyal

Kami berdedikasi dan mengutamakan kepentingan bangsa negara / We are dedicated and prioritize the interests of the nation

- Menjaga norma baik sesama pekerja, Direksi, Dewan Komisaris, Pemegang Saham dan negara. / Maintain good norms among employees, Directors, Board of Commissioners, Shareholders and the state.
- Rela berkorban untuk mencapai tujuan yang lebih besar. / Willing to sacrifice to achieve a bigger goal.
- Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika. / Obey the leadership as long as it does not conflict with the law and ethics.



Adaptif Adaptive

Kami terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan / We continue to innovate and enthusiastic in driving or facing change

- Cepat menyesuaikan diri untuk menjadi lebih baik. / Quickly adapt to be better
- Terus menerus melakukan perbaikan mengikuti perkembangan teknologi. / Continuously making improvements following technological developments.
- Bertindak proaktif. / Act proactively.



Kolaboratif Collaborative

Kami berdedikasi dan mengutamakan kepentingan bangsa negara / We continue to innovate and enthusiastic in driving or facing change

- Menjaga norma baik sesama pekerja, Direksi, Dewan Komisaris, Pemegang Saham dan negara. / Provide opportunities for various parties to contribute.
- Rela berkorban untuk mencapai tujuan yang lebih besar. / Open in working together to generate added value.
- Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika. / Mobilize the use of various data sources for common purposes.

LOGO PERUSAHAAN

Company Logo



Commuter

MAKNA LOGO

Terinspirasi dari bentuk rel kereta yang digambarkan dengan garis menyambung ke atas pada huruf A, KAI diharapkan terus maju dan menjadi solusi ekosistem transportasi terbaik yang terintegrasi, terpercaya, bersinergi, dan kelak dapat menghubungkan Indonesia dari Sabang sampai Merauke.

Dengan menggunakan typeface italic yang dinamis dan modifikasi pada huruf A menggambarkan karakter KAI yaitu progresif, berpikiran terbuka, dan terpercaya. Grafik yang tegas namun ramah dengan perbedaan warna pada huruf diharapkan dapat mencerminkan hubungan yang harmonis dan kompeten antara KAI dan seluruh pemangku kepentingan.

Perpaduan antara warna biru tua yang menunjukkan stabilitas, profesionalisme, amanah, dan kepercayaan diri yang ditambah dengan aksen warna oranye yang menunjukkan antusiasme, kreativitas, tekad, kesuksesan, dan kebahagiaan.

MAKNA COMMUTER

Warna merah melambangkan kekuatan dan energi dari perusahaan yang memiliki misi menyelenggarakan jasa angkutan kereta komuter yang selalu mengutamakan keselamatan, kenyamanan, dan ketepatan waktu serta berwawasan lingkungan.

LOGO MEANING

Inspired by the shape of the railroad track which is depicted by a line connecting upwards in letter A, KAI is expected to continue to advance and become the best integrated, reliable, synergized transportation ecosystem solution, and in the future, can connect Indonesia from Sabang to Merauke.

By using a dynamic italic typeface and modifications to the letter A, it describes the character of KAI, which is progressive, open-minded, and trustworthy. Firm but friendly graphics with different colors in the letters are expected to reflect a harmonious and competent relationship between KAI and all stakeholders.

The combination of dark blue which shows stability, professionalism, trust, and confidence coupled with orange color accents which shows enthusiasm, creativity, determination, success, and happiness.

MEANING OF COMMUTER

The red color symbolizes the strength and energy of a company whose mission is to provide commuter rail transportation services that always prioritize safety, comfort, punctuality and are environmentally friendly.

PROFIL DEWAN KOMISARIS

Board of Commissioners Profile



DADAN RUDIANSYAH

PLT Komisaris Utama
Act. President Commissioner

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	49/Tasikmalaya, 03 Desember 1972 / December 03, 1972
Riwayat Pendidikan / Educational Background	S1 Ilmu Hukum di Sekolah Tinggi Hukum Bandung tahun 1996 / Bachelor's Degree in Law at Sekolah Tinggi Hukum Bandung in 1996
Riwayat Jabatan / Employment History	Komisaris Utama PT KAI Commuter Maret 2021-sekarang / President Commissioner of PT KAI Commuter March 2021-present
Dasar Hukum Penunjukan / Legal Basis of Appointment	Pada 17 Maret 2021 diangkat sebagai Komisaris Utama PT Kereta Commuter Indonesia sesuai hasil RUPS Nomor KP.303/III/3/KA-2021 dan 04/RIS-KCI/III/2021. / On March 17, 2021, he was appointed as the President Commissioner of PT Kereta Commuter Indonesia according to the results of the GMS Number KP.303/III/3/KA-2021 and 04/RIS-KCI/III/2021.
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> • Direktur Niaga PT Kereta Api Indonesia (Persero) (2021-sekarang) / Director of Commerce of PT KAI (Persero) (2021 - present) • Executive Vice President Corporate Secretary PT Kereta Api Indonesia (Persero) (2020-2021) • Executive Vice President Daop 1 Jakarta (2017-2020)
Jabatan Rangkap / Concurrent Position	Direktur Niaga PT Kereta Api Indonesia (Persero) / Director of Commerce of PT KAI (Persero)
Pendidikan dan Pelatihan / Education and Training	Webinar Risk Management Awareness (online, 09 April 2021 / April 09, 2021)
Afiliasi / Affiliation	Tidak memiliki hubungan keluarga sedarah sampai dengan afiliasi dengan anggota Dewan Komisaris lainnya / Has no blood family relationship or affiliation with other members of the Board of Commissioners
Periode Jabatan / Term of Office	Belum menjabat lebih dari 2 (dua) periode sebagai Komisaris Utama / Has not served more than 2 (two) terms as President Commissioner
Domisili / Domicile	Bandung, Indonesia

PROFIL DEWAN KOMISARIS

Board of Commissioners Profile



Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	49/Surabaya, 21 Januari 1972 / January 21, 1972
Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> S1 Manajemen Perusahaan di Universitas Kristen Indonesia tahun 1997. / Bachelor's Degree in Corporate Management at Indonesian Christian University in 1997 S2 Magister Ilmu Hukum di Universitas Jayabaya tahun 2015. / Master of Law at Jayabaya University in 2015.
Riwayat Jabatan / Employment History	Komisaris PT KAI Commuter Juni 2019-sekarang / Commissioner of PT KAI Commuter June 2019-present
Dasar Hukum Penunjukan / Legal Basis of Appointment	Pada 14 Juni 2019 diangkat sebagai Komisaris PT Kereta Commuter Indonesia sesuai hasil RUPS Nomor KP.303/VI/1/KA-2019. / On June 14, 2019 he was appointed as Commissioner of PT Kereta Commuter Indonesia according to the results of the GMS Number KP.303/VI/1/KA-2019.
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Pengendali Kelompok pada Asisten Deputi Bidang Industri Mineral dan Batubara Kementerian BUMN (2020-sekarang) / Controlling group of the Assistant Deputy on Mineral and Coal Industry, Ministry of SOE (2021 – present) Kepala Sub Bidang Usaha Energi, Logistik, Kawasan, dan Pariwisata Ia-2 Kementerian BUMN (2015- sekarang) / Head of Sub-Sector of Energy, Logistics, Regions, and Tourism Ia-2 Ministry of SOEs (2015-present) Kepala Sub Bidang Usaha Aneka Industri Ia Kementerian BUMN (2014-2015)/ Head of Sub-Sector of Miscellaneous Industries, Ministry of SOEs (2014-2015) Kasubbid Usaha Industri Primer Ia.1 Kementerian BUMN (2012-2014) / Head of Sub-Division of Primary Industry Ia.1 Ministry of SOEs (2012-2014) Kasubbid Inventarisasi dan Mutasi Kekayaan BUMN II Kementerian BUMN (2010-2012) / Head of Sub Division of Inventory and Mutation of Wealth of BUMN II Ministry of BUMN (2010-2012) Kepala Sub Bidang Evaluasi Pendayagunaan Aset I Kementerian BUMN (2006-2010) / Head of Sub Division of Evaluation of Asset Utilization I Ministry of SOEs (2006-2010)
Jabatan Rangkap / Concurrent Position	Pengendali Kelompok pada Asisten Deputi Bidang Industri Mineral dan Batubara Kementerian BUMN / Controlling group of the Assistant Deputy on Mineral and Coal Industry, Ministry of SOE
Pendidikan dan Pelatihan / Education and Training	<ul style="list-style-type: none"> National Web-Seminar Government Internal Audit Corporate University (online, 10 Maret 2021 / March 10, 2021) Webinar Risk Management Awareness (online, 09 April 2021 / April 09, 2021)
Afiliasi / Affiliation	Tidak memiliki hubungan keluarga sedarah sampai dengan afiliasi dengan anggota Dewan Komisaris lainnya / Has no blood family relationship or affiliation with other members of the Board of Commissioners
Periode Jabatan / Term of Office	Belum menjabat lebih dari 2 (dua) periode sebagai Komisaris Utama / Has not served more than 2 (two) terms as President Commissioner
Domisili / Domicile	Bekasi, Jawa Barat / Bekasi, West Java

PROFIL DEWAN KOMISARIS

Board of Commissioners Profile



DANTO RESTYAWAN

Komisaris
Commissioner

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	57/Kediri, 29 Agustus 1964 / August 29, 1964
Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> S1 Teknik Sipil di Institut Sains dan Teknologi Nasional Jakarta tahun 1993. / Bachelor's Degree in Civil Engineering at Institut Sains dan Teknologi Nasional Jakarta in 1993 S2 Magister Transportasi di Institut Teknologi Bandung tahun 1999. / Master's Degree in Transportation at Institut Teknologi Bandung in 1999.
Riwayat Jabatan / Employment History	Komisaris PT KAI Commuter Juni 2020-sekarang / Commissioner of PT KAI Commuter June 2020-present
Dasar Hukum Penunjukan / Legal Basis of Appointment	Pada 17 Juli 2020 diangkat sebagai Komisaris PT Kereta Commuter Indonesia sesuai hasil RUPS Nomor KP.303/VII/4/KA-2020 dan 02/RIS-KCI/VII/2020. / On July 17, 2020, he was appointed as Commissioner of PT Kereta Commuter Indonesia according to the results of the GMS Number KP.303/VII/4/KA-2020 and 02/RIS-KCI/VII/2020.
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Direktur Lalu Lintas dan Angkutan Kereta Api Kementerian Perhubungan (2019-sekarang) / Director of Railway Traffic and Transportation Ministry of Transportation (2019-present) Sekretaris Direktorat Jenderal Perkeretaapian Kementerian Perhubungan (2018) / Secretary of the Directorate General of Railways of the Ministry of Transportation (2018) Kepala Pusat Penelitian dan Pengembangan Transportasi Darat dan Perkeretaapian, Balitbang Perhubungan Kementerian Perhubungan (2016) / Head of Research and Development Center for Land and Railway Transportation, Balitbang Transportation Ministry of Transportation (2016) Direktur Prasarana Perkeretaapian Ditjen Perkeretaapian Kementerian Perhubungan (2016) / Director of Railway Infrastructure Directorate General of Railways Ministry of Transportation (2016) Kepala Balai Teknik Perkeretaapian Kelas I Wilayah Jawa Bagian Timur (2014) / Head of Class I Railway Engineering Center for Eastern Java Region (2014)
Jabatan Rangkap / Concurrent Position	Direktur Lalu Lintas dan Angkutan Kereta Api Kementerian Perhubungan / Director of Railway Traffic and Transportation of the Ministry of Transportation
Pendidikan dan Pelatihan / Education and Training	Webinar Risk Management Awareness (online, 09 April 2021 / April 09, 2021)
Afiliasi / Affiliation	Tidak memiliki hubungan keluarga sedarah sampai dengan afiliasi dengan anggota Dewan Komisaris lainnya / Has no blood family relationship or affiliation with other members of the Board of Commissioners
Periode Jabatan / Term of Office	Belum menjabat lebih dari 2 (dua) periode sebagai Komisaris Utama / Has not served more than 2 (two) terms as President Commissioner
Domisili / Domicile	Jakarta Selatan / South Jakarta

PROFIL DEWAN KOMISARIS

Board of Commissioners Profile



JOHN ROBERTHO

Komisaris
Commissioner



Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	58/Martebing, 23 April 1963 / April 23, 1963.
Riwayat Pendidikan / Educational Background	S1 Teknik Mesin di Universitas HKBP Nommensen tahun 1989. / Bachelor's Degree in Mechanical Engineering at Universitas HKBP Nommensen in 1989.
Riwayat Jabatan / Employment History	Komisaris PT KAI Commuter Juli 2020-sekarang / Commissioner of PT KAI Commuter July 2020-present
Dasar Hukum Penunjukan / Legal Basis of Appointment	Pada 17 Juli 2020 diangkat sebagai Komisaris PT Kereta Commuter Indonesia sesuai hasil RUPS Nomor KP.303/VII/4/KA-2020 dan 02/RIS-KCI/VII/2020. / On July 17, 2020, he was appointed as Commissioner of PT Kereta Commuter Indonesia according to the results of the GMS Number KP.303/VII/4/KA-2020 and 02/RIS-KCI/VII/2020.
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> • Direktur Keselamatan dan Keamanan PT Kereta Api Indonesia (Persero) (2019-sekarang) / Director of Safety and Security of PT Kereta Api Indonesia (Persero) (2019-present) • Direktur Teknik PT Kereta Commuter Indonesia (2019) • Executive Vice President LRT Jabodebek (2017-2019) • Corporate Deputy Director of Freight Marketing and Sales (2017) • Executive Vice President Daop 1 Jakarta (2016-2017)
Jabatan Rangkap / Concurrent Position	Direktur Keselamatan dan Keamanan PT Kereta Api Indonesia (Persero) / Director of Safety and Security of PT Kereta Api Indonesia (Persero)
Pendidikan dan Pelatihan / Education and Training	Webinar Risk Management Awareness (online, 09 April 2021 / April 09, 2021)
Afiliasi / Affiliation	Tidak memiliki hubungan keluarga sedarah sampai dengan afiliasi dengan anggota Dewan Komisaris lainnya / Has no blood family relationship or affiliation with other members of the Board of Commissioners
Periode Jabatan / Term of Office	Belum menjabat lebih dari 2 (dua) periode sebagai Komisaris Utama / Has not served more than 2 (two) terms as President Commissioner
Domisili / Domicile	Yogyakarta, Indonesia

PROFIL DEWAN KOMISARIS

Board of Commissioners Profile



MAQIN U. NORHADI

PLT Komisaris Utama
Act. President Commissioner

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	51/Tuban, 16 Desember 1970 / December 16, 1970
Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> S1 Sarjana Ekonomi, Universitas Muhammadiyah Surakarta-1994 / Bachelor's Degree in Economics, University of Muhammadiyah Surakarta-1994 S2 Magister Manajemen, Universitas Gadjah Mada-1996 / Masters Degree in Management, Gadjah Mada University-1996
Riwayat Jabatan / Employment History	Komisaris Utama PT KAI Commuter Juli 2020-Maret 2021 / President Commissioner of PT KAI Commuter July 2020-March 2021
Dasar Hukum Penunjukan / Legal Basis of Appointment	Pada 17 Juli 2020 diangkat sebagai Komisaris Utama PT Kereta Commuter Indonesia sesuai hasil RUPS Nomor KP.303/VII/4/KA-2020 dan 02/RIS-KCI/VII/2020./ On July 17, 2020, he was appointed as the President Commissioner of PT Kereta Commuter Indonesia according to the results of the GMS Number KP.303/VII/4/KA-2020 and 02/RIS-KCI/VII/2020.
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Direktur Niaga PT KAI (<i>Persero</i>) (2020-2021) / Director of Commerce of PT KAI (<i>Persero</i>) (2020-2021) <i>Senior Vice President</i>, Regional CEO IV/Jakarta 2 Bank Mandiri (2018-2020) <i>Senior Vice President</i>, Regional CEO VII/Jawa 2 Bank Mandiri (2016-2018) <i>Senior Vice President</i>, <i>Group Head Corporate Banking II</i>, Bank Mandiri (2015-2016)
Jabatan Rangkap / Concurrent Position	Direktur Niaga PT Kereta Api Indonesia (<i>Persero</i>) (2020-2021) / Director of Commerce of PT KAI (<i>Persero</i>) (2020-2021)
Pendidikan dan Pelatihan / Education and Training	Beliau tidak berpartisipasi dalam pendidikan dan pelatihan di tahun 2021 / Did not participate in education and training programs during 2021
Afiliasi / Affiliation	Tidak memiliki hubungan keluarga sedarah sampai dengan afiliasi dengan anggota Dewan Komisaris lainnya / Has no blood family relationship or affiliation with other members of the Board of Commissioners
Periode Jabatan / Term of Office	Belum menjabat lebih dari 2 (dua) periode sebagai Komisaris Utama / Has not served more than 2 (two) terms as President Commissioner
Domisili / Domicile	Tangerang Selatan, Indonesia / South Tangerang, Indonesia

*Menjabat sampai dengan Maret 2021 / Term of Office ended on March 2021

PROFIL DIREKSI

Board of Directors Profile



ROPPIQ LUTZFI AZHAR

PLT Direktur Utama
Act. President Director

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	46/Bandung, 13 Juni 1975 / June 13, 1975
Riwayat Pendidikan / Educational Background	S1 Teknik Mesin di Universitas Diponegoro tahun 2001 / Bachelor's Degree in Mechanical Engineering at Universitas Diponegoro in 2001
Riwayat Jabatan / Employment History	Direktur Utama PT KAI Commuter Maret 2021-Juni 2021 / President Director of PT KAI Commuter March 2021-June 2021
Dasar Hukum Penunjukan / Legal Basis of Appointment	Pada 17 September 2021 diangkat sebagai Direktur Utama PT Kereta Commuter Indonesia sesuai RUPS Nomor KP.303/IX/2/KA-2021 dan RUPS Nomor 06/RIS-KCI/IX/2021 / On September 17, 2021, he was appointed as President Director of PT Kereta Commuter Indonesia in accordance with GMS Number KP.303/IX/2/KA-2021 and GMS Number 06/RIS-KCI/IX/2021
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> • Direktur Teknik PT Kereta Commuter Indonesia (2020-2021) / Technical Director of PT Kereta Commuter Indonesia (2020-2021) • Corporate Deputy Director of Rollingstock Maintenance (2020) • Corporate Deputy Director of Rollingstock (2019-2020) • Corporate Deputy Technical Director and Rollingstock Asset (2018-2019)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Pendidikan dan Pelatihan / Education and Training	English Course Program BOD (September-November 2021)
Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya dan pemegang saham / Has no affiliation with other members of the Board of Directors
Periode Jabatan / Term of Office	Belum menjabat lebih dari 2 (dua) periode sebagai Direktur Utama / Has not served more than 2 (two) terms as President Director
Domisili / Domicile	Semarang, Indonesia

PROFIL DIREKSI

Board of Directors Profile



WAWAN ARIYANTO

Direktur Operasi dan Pemasaran
Director of Operations and Marketing

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	52/Semarang, 07 Februari 1969 / February 07, 1969
Riwayat Pendidikan / Educational Background	S1 Manajemen di Universitas Muhammadiyah Surakarta tahun 1993 / Bachelor's Degree in Management at Universitas Muhammadiyah Surakarta in 1993
Riwayat Jabatan / Employment History	Direktur Operasi dan Pemasaran KAI Commuter Juli 2020-sekarang / Director of Operations and Marketing of KAI Commuter July 2020-present
Dasar Hukum Penunjukan / Legal Basis of Appointment	Pada 17 Juli 2020 diangkat sebagai Direktur Operasi dan Pemasaran PT Kereta Commuter Indonesia sesuai RUPS Nomor KP.303/VII/4/KA-2020 dan RUPS Nomor 02/RIS-KCI/VII/2020. / On July 17, 2020, he was appointed as Director of Operations and Marketing of PT Kereta Commuter Indonesia according to GMS Number KP.303/VII/4/KA-2020 and GMS Number 02/RIS-KCI/VII/2020.
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> • Corporate Deputy Director of Subsidiary Management (2020) • Corporate Deputy Director of Training and Education (2020) • Corporate Deputy Director of Personnel Care, Control, and Development (2017-2020) • PLT Direktur Utama PT Reska Multi Usaha (2017) • Executive Vice President Corporate Secretary (2016-2017)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Pendidikan dan Pelatihan / Education and Training	<ul style="list-style-type: none"> • Webinar Risk Management Awareness (April 2021) • English Course Program BOD (September-November 2021)
Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya dan pemegang saham / Has no affiliation with other members of the Board of Directors
Periode Jabatan / Term of Office	Belum menjabat lebih dari 2 (dua) periode sebagai Direktur Operasi dan Pemasaran / Has not served more than 2 (two) terms as Director of Operations and Marketing
Domisili / Domicile	Tegal, Indonesia

PROFIL DIREKSI

Board of Directors Profile



DENNY HARYANTO

PLT Direktur Teknik
Act. Director of Technic



Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	47/Bandung, 17 April 1974 / April 17, 1974
Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> S1 Teknik Mesin di Universitas Pasundan tahun 2000 / Bachelor's Degree in Mechanical Engineering at Universitas Pasundan in 2000 S2 Teknik Mesin di Institut Teknologi Bandung tahun 2007 / Master's Degree in Mechanical Engineering at Institut Teknologi Bandung in 2007
Riwayat Jabatan / Employment History	PLT Direktur Teknik PT KAI Commuter September 2021-sekarang / Act. Director of Technic of PT KAI Commuter September 2021-present
Dasar Hukum Penunjukan / Legal Basis of Appointment	Pada 17 September 2021 diangkat sebagai Direktur Teknik PT Kereta Commuter Indonesia sesuai RUPS Nomor KP.303/IX/2/KA-2021 dan RUPS Nomor 06/RIS-KCI/IX/2021 / On September 17, 2021, he was appointed as Technical Director of PT Kereta Commuter Indonesia in accordance with GMS Number KP.303/IX/2/KA-2021 and GMS Number 06/RIS-KCI/IX/2021
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Corporate Deputy Director of Rollingstock Maintenance (2020) Corporate Deputy Director of Technical Engineering and Rollingstock Asset (2019-2020) Corporate Deputy Director of Rollingstock (2018-2019) Executive Vice President Balai Yasa Yogyakarta (2017-2018)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Pendidikan dan Pelatihan / Education and Training	English Course Program BOD (September-November 2021)
Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya dan pemegang saham / Has no affiliation with other members of the Board of Directors
Periode Jabatan / Term of Office	Belum menjabat lebih dari 2 (dua) periode sebagai Direktur Teknik / Has not served more than 2 (two) terms as Technical Director
Domisili / Domicile	Bandung, Indonesia

PROFIL DIREKSI

Board of Directors Profile



ADANG SUJANA

PLT Direktur Keuangan
Act. Director of Finance

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	53/Bandung, 09 Agustus 1968 / August 09, 1968
Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> S1 Akuntansi di Universitas Padjadjaran tahun 1992 / Bachelor's Degree in Accounting at Universitas Padjadjaran in 1992 S2 Teknik Perkeretaapian di Institut Teknologi Bandung tahun 2000 / Masters in Railway Engineering at Institut Teknologi Bandung in 2000
Riwayat Jabatan / Employment History	Direktur Keuangan dan Administrasi PT KAI Commuter Maret 2021-sekarang / Director of Finance and Administration of PT KAI Commuter March 2021-present
Dasar Hukum Penunjukan / Legal Basis of Appointment	Pada 17 Maret 2021 diangkat sebagai Direktur Keuangan dan Administrasi PT Kereta Commuter Indonesia sesuai RUPS Nomor KP.303/III/3/KA-2021 dan RUPS Nomor 04/RIS-KCI/III/2021 / On March 17, 2021, he was appointed as Director of Finance and Administration of PT Kereta Commuter Indonesia in accordance with GMS Number KP.303/III/3/KA-2021 and GMS Number 04/RIS-KCI/III/2021
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Direktur Keuangan dan Administrasi PT KA Pariwisata (2020-2021) / Director of Finance and Administration of PT KA Wisata (2020-2021) Vice President Cost Accounting (2016-2020) Senior Manajer Keuangan Daop 1 Jakarta (2014-2016) / Senior Manager of Finance Daop 1 Jakarta (2014-2016)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Pendidikan dan Pelatihan / Education and Training	<ul style="list-style-type: none"> Webinar Risk Management Awareness (April 2021) Module B 2. Sistem Operasi: EBITDA Matrix, Capacity Matrix. EBITDA Daily Control (Mei 2021) / Module B 2. Operating System: EBITDA Matrix, Capacity Matrix. EBITDA Daily Control (May 2021) Leader as Coach I (Mei-Juni 2021) / Leader as Coach I (May-June 2021) Pelatihan Executive Leadership Development Program (ELDP) (Juni-Agustus 2021) / Executive Leadership Development Program (ELDP) Training (June-August 2021) Webinar Online Developing Indonesian Future Leaders (November 2021) English Course Program BOD (September-November 2021)
Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya dan pemegang saham / Has no affiliation with other members of the Board of Directors
Periode Jabatan / Term of Office	Belum menjabat lebih dari 2 (dua) periode sebagai Direktur Keuangan dan Administrasi / Has not served more than 2 (two) terms as Director of Finance and Administration
Domisili / Domicile	Bandung, Indonesia

PROFIL DIREKSI

Board of Directors Profile



Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	58/Cirebon, 19 Agustus 1963
Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> • S1 Manajemen di Universitas Diponegoro tahun 1989 / Bachelor's Degree in Management at Universitas Diponegoro in 1989 • S2 Manajemen Perkeretaapian di Institut Teknologi Bandung tahun 2002 / Master's Degree in Railway Management at Institut Teknologi Bandung in 2002
Riwayat Jabatan / Employment History	Direktur Utama PT KAI Commuter 2018-Maret 2021 / President Director of PT KAI Commuter 2018-March 2021
Dasar Hukum Penunjukan / Legal Basis of Appointment	Pada 16 April 2018 diangkat sebagai Direktur Utama PT Kereta Commuter Indonesia sesuai RUPS Nomor KP.303/IV/1/KA-2018 dan RUPS Nomor 04/RIS-PT KCI/IV/20218 / On April 16, 2018, she was appointed as President Director of PT Kereta Commuter Indonesia in accordance with GMS Number KP.303/IV/1/KA-2018 and GMS Number 04/RIS-PT KCI/IV/20218
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> • <i>Executive Vice President</i> Daerah Operasi 4 Semarang (2016-2018) / Executive Vice President Operation Area 4 Semarang (2016-2018) • <i>Executive Vice President</i> Daerah Operasi 8 Surabaya (2015-2016) / Executive Vice President Operation Area 8 Surabaya (2015-2016) • <i>Executive Vice President</i> Daerah Operasi 6 Yogyakarta (2014-2015) / Executive Vice President Operation Area 6 Yogyakarta (2014-2015)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Pendidikan dan Pelatihan / Education and Training	Beliau tidak berpartisipasi dalam pendidikan dan pelatihan di tahun 2021 / Did not participate in education and training programs in 2021
Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya dan pemegang saham / Has no affiliation with other members of the Board of Directors
Periode Jabatan / Term of Office	Belum menjabat lebih dari 2 (dua) periode sebagai Direktur Utama / Has not served more than 2 (two) terms as President Director
Domisili / Domicile	Bandung, Indonesia

PROFIL DIREKSI

Board of Directors Profile



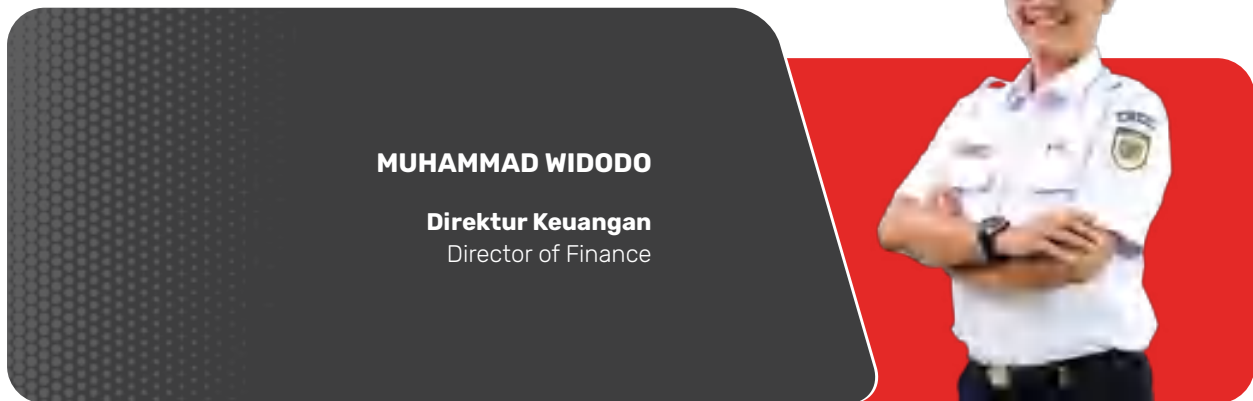
MUKTI JAUHARI

PLT Direktur Utama
Act. President Director

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	55/Klaten, 11 Mei 1966 / May 11, 1966
Riwayat Pendidikan / Educational Background	S1 Teknik Mesin di Universitas Gadjah Mada tahun 1992 / Bachelor's Degree in Mechanical Engineering at Universitas Gadjah Mada in 1992
Riwayat Jabatan / Employment History	Direktur Utama PT KAI Commuter Maret 2021-Juni 2021 / President Director of PT KAI Commuter March 2021-June 2021
Dasar Hukum Penunjukan / Legal Basis of Appointment	Pada 17 Maret 2021 diangkat sebagai Direktur Keuangan dan Administrasi PT Kereta Commuter Indonesia sesuai RUPS Nomor KP.303/III/3/KA-2021 dan RUPS Nomor 04/RIS-KCI/III/2021 / On March 17, 2021, he was appointed as Director of Finance and Administration of PT Kereta Commuter Indonesia in accordance with GMS Number KP.303/III/3/KA-2021 and GMS Number 04/RIS-KCI/III/2021
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> • Direktur Utama PT Railink (2019-2021) / President Director of PT Railink (2019-2021) • Trainer Utama Training and Education Ir. H. Juanda (2018-2019) / Main Trainer of Training and Education Ir. H. Juanda (2018-2019)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Pendidikan dan Pelatihan / Education and Training	Webinar Risk Management Awareness (April 2021)
Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya dan pemegang saham / Has no affiliation with other members of the Board of Directors
Periode Jabatan / Term of Office	Belum menjabat lebih dari 2 (dua) periode sebagai Direktur Utama / Has not served more than 2 (two) terms as President Director
Domisili / Domicile	Yogyakarta, Indonesia

PROFIL DIREKSI

Board of Directors Profile



MUHAMMAD WIDODO

Direktur Keuangan
Director of Finance

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	48/13 April 1973 / April 13, 1973
Riwayat Pendidikan / Educational Background	S1 Akuntansi di Universitas Gadjah Mada tahun 1999 / Bachelor's Degree in Accounting at Universitas Gadjah Mada in 1999
Riwayat Jabatan / Employment History	Direktur Keuangan PT KAI Commuter Juli 2020-Maret 2021 / Director of Finance at PT KAI Commuter, July 2020-March 2021
Dasar Hukum Penunjukan / Legal Basis of Appointment	Pada 17 Juli 2020 diangkat sebagai Direktur Keuangan dan Administrasi PT Kereta Commuter Indonesia sesuai RUPS Nomor KP.303/VII/4/KA-2020 dan RUPS Nomor 02/RIS-KCI/VII/2020 / On July 17, 2020 he was appointed as Director of Finance and Administration of PT Kereta Commuter Indonesia in accordance with GMS Number KP.303/VII/4/KA-2020 and GMS Number 02/RIS-KCI/VII/2020
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Direktur Keuangan dan Administrasi PT KA Properti Manajemen (2017-2020) / Director of Finance and Administration of PT KA Properti Manajemen (2017-2020) Plt. Direktur Keuangan dan Administrasi PT KA Properti Manajemen (2017) / Act.. Director of Finance and Administration of PT KA Properti Manajemen (2017) Vice President Budgeting PT Kereta Api Indonesia (Persero) (2017)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Pendidikan dan Pelatihan / Education and Training	Beliau tidak berpartisipasi dalam pendidikan dan pelatihan di tahun 2021 / Did not participate in education and training programs in 2021
Afiliasi / Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya dan pemegang saham / Has no affiliation with other members of the Board of Directors
Periode Jabatan / Term of Office	Belum menjabat lebih dari 2 (dua) periode sebagai Direktur Keuangan dan Administrasi / Has not served more than 2 (two) terms as Director of Finance and Administration
Domisili / Domicile	Bandung, Indonesia

PROFIL PEJABAT EKSEKUTIF

Executive Officers Profile

Profil Vice President • Profile of Vice President



ERNI SYLVIANE PURBA
Corporate Secretary Vice President

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	37/Simalungun, 25 April 1984 / April 25, 1984
Riwayat Pendidikan / Educational Background	S1 Teknik Informatika, Universitas Kristen Duta Wacana-2007 / Bachelor's Degree in Informatics, Universitas Kristen Duta Wacana-2007
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/34/XI/2020 Tanggal 18 November 2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/34/XI/2020 Dated 18 November 2020
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> • Corporate Secretary Vice President (2020-sekarang / present) • Vice President Corporate Communication (2019-2020) • Manager Customer Relation and Digital Community (2017-2019)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Jakarta, Indonesia



ANDI GUMILAR
Internal Audit Vice President

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	45/Sumedang, 18 September 1976 / September 18, 1976
Riwayat Pendidikan / Educational Background	S2 Master of Commerce, The University of Queensland-2003
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/52.3/III/2021 tanggal 17 Maret 2021 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/52.3/III/2021 dated March 17, 2021
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> • Internal Audit Vice President (2021-sekarang) / Internal Audit Vice President (2021-present) • Vice President General Audit 2 (2016-2021) • Vice President Special Audit (2014-2016) • Vice President Investigative Audit (2014)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Jakarta, Indonesia

PROFIL PEJABAT EKSEKUTIF

Executive Officers Profile

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	49/Bandung, 15 Mei 1972 / May 15, 1972
Riwayat Pendidikan / Educational Background	S2 Hukum, Univeritas Indonesia-2010 / Master's Degree in Law, Univeritas Indonesia-2010
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/88/XI/2020 Tanggal 1 Desember 2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/88/XI/2020 Dated December 1, 2020
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> • GRC and Legal Vice President (2020-sekarang / present) • Vice President Hukum dan Kepatuhan (2019-2020) / Vice President Legal and Compliance (2019-2020) • Vice President SPI (2016-2019) • GM Hukum dan Kepatuhan (2013-2016) / GM Legal and Compliance (2013-2016)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Jakarta, Indonesia



SANTOSWANA
GCG and Legal Vice President

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	53/Pemalang, 18 Januari 1968 / January 18, 1968
Riwayat Pendidikan / Educational Background	S2 Magister Manajemen, Universitas Persada Indonesia Y.A.I.-2007 / Master's Degree in Management, Universitas Persada Indonesia Y.A.I.-2007
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/94/XI/2020 Tanggal 1 Desember 2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/94/XI/2020 Dated December 1, 2020
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> • Strategic Planning Vice President (2020-sekarang) / Strategic Planning Vice President (2020-present) • Vice President Perencanaan Strategis dan Manajemen Risiko (2019-2020) / Vice President Strategic Planning and Risk Management (2019-2020) • GM Anggaran dan Akuntansi (2010-2019) / GM Budget and Accounting (2010-2019)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Jakarta, Indonesia



HASYIM
Strategic Planning Vice
President

PROFIL PEJABAT EKSEKUTIF

Executive Officers Profile



**SONDANG DAIRI
MANULLANG**
Logistic Vice President

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	50/Karang Intan 13 Juli 1971 / July 13, 1971
Riwayat Pendidikan / Educational Background	S1 Pertanian, Universitas Lambung Mangkurat-1994 / Bachelor's Degree in Agriculture, Universitas Lambung Mangkurat-1994
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/84/XI/2020 Tanggal 1 Desember 2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/84/XI/2020 Dated December 1, 2020
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Logistic Vice President (2020-sekarang) / Logistics Vice President (2020-present) Vice President Logistik (2019-2020) / Logistics Vice President (2019-2020) Vice President Anggaran dan Akuntansi (2019) / Vice President of Budget and Accounting (2019) Vice President Perencanaan Strategis dan Manajemen Risiko (2016-2019) / Vice President of Strategic Planning and Risk Management (2016-2019) Manager Perencanaan Strategis (2012-2016) / Strategic Planning Manager (2012-2016)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Jakarta, Indonesia



**RACHMAD ZAINI
KURNIAWAN**
Train Operation Vice
President

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	41/Surabaya, 2 Oktober 1980 / October 2, 1980
Riwayat Pendidikan / Educational Background	S1 Manajemen, Universitas 17 Agustus 1945 Surabaya-2006 / Bachelor's Degree in Management, Universitas 17 Agustus 1945 Surabaya-2006
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/73/XI/2020 Tanggal 1 Desember 2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/73/XI/2020 Dated December 1, 2020
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Train Operation Vice President (2020-sekarang) / Train Operations Vice President (2020-present) Vice President Operasi Kereta Api (2020) / Vice President of Railway Operations (2020) Pelaksana Tugas Vice President Operasi Kereta Api (2020) / Acting Vice President of Railway Operations (2020)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Surabaya, Indonesia

PROFIL PEJABAT EKSEKUTIF

Executive Officers Profile

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	55/Buleleng, 24 April 1966 / April 24, 1966
Riwayat Pendidikan / Educational Background	S1 Hukum, Universitas Merdeka Madiun-2009 / Bachelor's Degree in Law, Universitas Merdeka Madiun-2009
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/72/XI/2020 Tanggal 1 Desember 2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/72/XI/2020 Dated December 1, 2020
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> HSE and Security Vice President (2020-sekarang) / HSE and Security Vice President (2020-present) Vice President Keamanan dan Keselamatan (2018-2020) / Vice President Security and Safety (2018-2020) Senior Manager Pengamanan Daerah Operasi 8 Surabaya (2018) / Senior Manager of Operational Area Security 8 Surabaya (2018) Senior Manager Pengamanan Daerah Operasi 7 Madiun (2016-2018) / Senior Manager of Operational Area 7 Madiun Security (2016-2018)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Malang, Indonesia



MADE GERINA YASA
HSE and Security Vice President

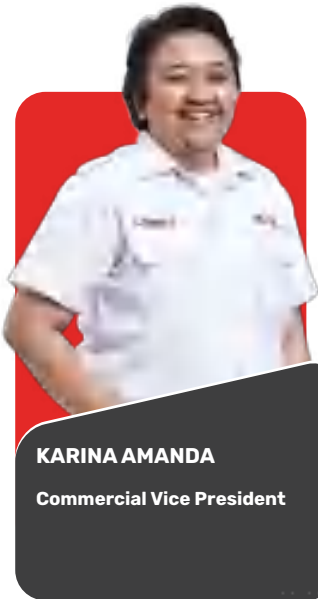
Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	54/Bangkalan, 22 Oktober 1967 / October 22, 1967
Riwayat Pendidikan / Educational Background	S1 Ekonomi, Universitas Padjadjaran-1994 / Bachelor's Degree in Economics, Universitas Padjadjaran-1994
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/92/XI/2020 Tanggal 1 Desember 2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/92/XI/2020 dated December 1, 2020
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Train Services Facilities and Customer Care Vice President (2020-sekarang) / Train Services Facilities and Customer Care Vice President (2020-present) Vice President Pelayanan (2019-2020) Vice President Public Service Obligation (2015-2019) Vice President Freight Marketing, Sales And Customer Care (2015)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Bandung, Indonesia



SUKAIRI
Train Services Facilities and Customer Care Vice President

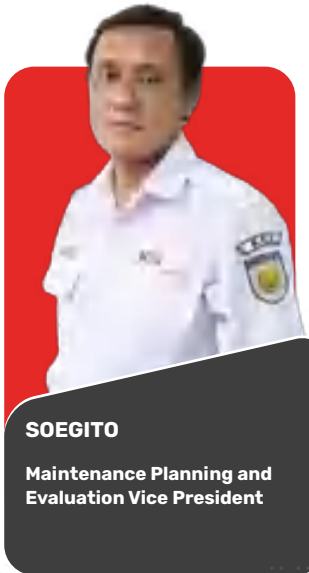
PROFIL PEJABAT EKSEKUTIF

Executive Officers Profile



KARINA AMANDA
Commercial Vice President

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	37/Jakarta, 16 Agustus 1984 / August 16, 1984
Riwayat Pendidikan / Educational Background	S1 Hukum, Universitas Indonesia-2006 / Bachelor's Degree Law, Universitas Indonesia-2006
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/89/XI/2020 Tanggal 1 Desember 2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/89/XI/2020 Dated December 1, 2020
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Commercial Vice President (2020-sekarang) / Commercial Vice President (2020-present) Vice President Komersial (2019-2020) / Vice President Commercial (2019-2020) Vice President Hukum dan Kepatuhan (2016-2019) / Vice President of Legal and Compliance (2016-2019) Manager Hukum (2013-2016) / Legal Manager (2013-2016)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Depok, Indonesia



SOEGITO
Maintenance Planning and
Evaluation Vice President

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	47/Tegal, 1 September 1974 / September 1, 1974
Riwayat Pendidikan / Educational Background	S1 Teknik Elektro, Universitas Jenderal Achmad Yani-2001 / Bachelor's Degree in Electrical Engineering, Universitas Jenderal Achmad Yani-2001
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/52.2/III/2021 tanggal 18 Maret 2021 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/52.2/III/2021 dated March 18, 2021
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Maintenance Planning and Evaluation Vice President (2021-sekarang) / Maintenance Planning and Evaluation Vice President (2021-present) Deputy Executive Vice President Daerah Operasi 2 Bandung (2020-2021) / Deputy Executive Vice President Operation Area 2 Bandung (2020-2021) General Manager Light Rail Transit Rollingstock (2017-2020)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Cimahi, Indonesia

PROFIL PEJABAT EKSEKUTIF

Executive Officers Profile

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	55/Surakarta, 10 Mei 1966 / May 10, 1966
Riwayat Pendidikan / Educational Background	S1 Fisika, Universitas Gadjah Mada-1995 / Bachelor's Degree in Physics, Universitas Gadjah Mada-1995
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/62/XI/2020 Tanggal 1 Desember 2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/62/XI/2020 Dated December 1, 2020
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Rolling Stock Vice President (2020-sekarang) / Rolling Stock Vice President (2020-present) Vice President Pemeliharaan dan Quality Control (2019-2020) / Vice President Maintenance and Quality Control (2019-2020) Vice President Technical Engineering Of Rolling Stock (2015-2019) Vice President Wagons (2014-2015)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Depok, Indonesia



AGUNG SURANTO
Rolling Stock Vice President

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	56/Grobogan, 16 November 1965 / November 16, 1965
Riwayat Pendidikan / Educational Background	STM Pembangunan Nasional-1983
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/51/XI/2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/51/XI/2020
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Infrastructure Vice President (2020-30 November 2021) / Infrastructure Vice President (2020-November 30, 2021) Vice President Prasarana (2016-2020) / Vice President of Prasarana (2016-2020) Manager Sipil (2014-2016) / Civil Manager (2014-2016) Manager Jalan Rel dan Jembatan (2014) / Railroad and Bridge Manager (2014) Manager Program Anggaran Jalan Rel dan Jembatan (2013-2014) / Rail and Bridge Budget Program Manager (2013-2014)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Surakarta, Indonesia



BOWO AJI KUNCORO
Infrastructure Vice President

PROFIL PEJABAT EKSEKUTIF

Executive Officers Profile



BAMBANG HERMANTO
Information Technology Vice President

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	49/Jakarta, 22 November 1972 / November 22, 1972
Riwayat Pendidikan / Educational Background	S2 Magister Akuntansi Universitas Indonesia-2005 / Master's Degree in Accounting, Universitas Indonesia-2005
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/52.1/III/2021 Tanggal 18 Maret 2021 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/52.1/III/2021 Dated March 18, 2021
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Information Technology Vice President (2021-sekarang) / Information Technology Vice President (2021-present) Pelaksana Tugas Information Technology Vice President (2021) / Acting Information Technology Vice President (2021) Manager IT Planning and Architecture PT KAI (Persero) (2020-2021) Manager Analysis and Design PT KAI (Persero) (2019-2020)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Tangerang Selatan, Indonesia / South Tangerang, Indonesia



ARJO PAMANTJAR
Human Capital Vice President

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	50/Surabaya, 7 Juli 1971 / July 7, 1971
Riwayat Pendidikan / Educational Background	S1 Hukum, Universitas Islam Bandung-1995 / Bachelor's Degree in Law, Universitas Islam Bandung-1995
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/52.4/III/2021 tanggal 18 Maret 2021 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/52.4/III/2021 dated March 18, 2021
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Human Capital Vice President (2021-sekarang) / Human Capital Vice President (2021-present) Vice President Industrial Relation (2018-2021) Vice President Training Non Railways and Certification (2016-2018)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Bandung, Indonesia

PROFIL PEJABAT EKSEKUTIF

Executive Officers Profile

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	50/Jakarta, 17 Oktober 1971 / October 17, 1971
Riwayat Pendidikan / Educational Background	S1 Teknik Industri, Institut Teknologi Bandung-1997 / Bachelor's Degree in Industrial Engineering, Institut Teknologi Bandung-1997
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/37/XI/2020 Tanggal 1 Desember 2020 / Decree of the Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/37/XI/2020 Dated December 1, 2020
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> • Finance Vice President (2020-sekarang) / Finance Vice President (2020-present) • Vice President Keuangan (2019-2020) / Finance Vice President (2019-2020) • Vice President Komersial (2013-2019) / Commercial Vice President (2013-2019)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Bogor, Indonesia



DEVRI BAWINTO
Finance Vice President

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	54/Jakarta, 20 Juni 1967 / June 20, 1967
Riwayat Pendidikan / Educational Background	S1 Manajemen, STMIK Budi Luhur Jakarta-1998 / Bachelor's Degree in Management, STMIK Budi Luhur Jakarta-1998
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/38/XI/2020 Tanggal 1 Desember 2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/38/XI/2020 Dated December 1, 2020
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> • PSO and TAC Vice President (2020-sekarang) / PSO and TAC Vice President (2020-present) • Vice President Public Service Obligation (2019-2020) • Vice President Pelayanan (2015-2019) / Vice President Service (2015-2019)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Depok, Indonesia



MEGA RUSIANDI
PSO and TAC Vice President

PROFIL PEJABAT EKSEKUTIF

Executive Officers Profile



PHONE NURYADIN

Budgeting and Accounting Vice President

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	44/Kananga, 23 Mei 1977 / May 23, 1977
Riwayat Pendidikan / Educational Background	S2 Magister Manajemen, Universitas Indonesia-2004 / Master's Degree in Management, Universitas Indonesia-2004
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/36/XI/2020 Tanggal 1 Desember 2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/36/XI/2020 Dated December 1, 2020
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Budgeting and Accounting Vice President (2020-sekarang) / Budgeting and Accounting Vice President (2020-present) Vice President Anggaran dan Akuntansi (2019-2020) / Budget and Accounting Vice President (2019-2020) Vice President Logistik (2019) / Logistics Vice President (2019) GM Keuangan (2013-2019) / GM Finance (2013-2019)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Depok, Indonesia



YUDI ERIYANTO

Internal Consultant Expert

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	55/Bandung, 19 Maret 1966 / March 19, 1966
Riwayat Pendidikan / Educational Background	S1 Hukum, Universitas Borobudur-1999 / Bachelor's Degree in Law, Universitas Borobudur-1999
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Api Indonesia (Persero) Nomor: SK.U/KH.608/III/51/SAP/KA-2021 tanggal 17 Maret 2021 / Decree of the Board of Directors of PT Kereta Api Indonesia (Persero) Number: SK.U/KH.608/III/51/SAP/KA-2021 dated March 17, 2021
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> Internal Consultant Expert (2021-sekarang) / Internal Consultant Expert (2021-present) Human Capital Vice President (2020-2021) / Human Capital Vice President (2020-2021) Vice President Sumber Daya Manusia (2019-2020) / Human Capital Vice President (2019-2020) Vice President Organization Development (2018-2019) / Organization Development Vice President (2018-2019) Senior Manajer Sumber Daya Manusia dan Umum Daop 1 Jakarta (2015-2018) / Senior Manager of Human Capital and General Affairs Daop 1 Jakarta (2015-2018)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Bekasi, Indonesia

PROFIL PEJABAT EKSEKUTIF

Executive Officers Profile

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/Place & Date of Birth	53/Surabaya, 26 Mei 1968 / May 26, 1968
Riwayat Pendidikan / Educational Background	S2 Magister Manajemen, Universitas Persada Indonesia Y.A.I-2007 / Master's Degree in Management, Universitas Persada Indonesia Y.A.I-2007
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/96/XI/2020 Tanggal 1 Desember 2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/96/XI/2020 Dated December 1, 2020
Pengalaman Kerja / Work Experience	<ul style="list-style-type: none"> • Internal Consultant Expert (2020-sekarang) / Internal Consultant Expert (2020-present) • PLT. Director Of Consumer Business (2018-2020) / ACT. Director Of Consumer Business (2018-2020) • Vice President Sekretaris Perusahaan (2015-2018) / Vice President Corporate Secretary (2015-2018)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Jakarta, Indonesia



**PHILIPPUS SURJANTO
HARTANTO**
Internal Consultant Expert

STRUKTUR DAN KOMPOSISI PEMEGANG SAHAM

Shareholder Structure and Composition

Hingga 31 Desember 2021, struktur dan komposisi pemegang saham KCI, komposisi kepemilikan saham di atas 5% dapat dilihat pada tabel dan bagan berikut.

As of December 31, 2021, the structure and composition of KCI's shareholders, the composition of share ownership above 5% can be seen in the following table and chart.

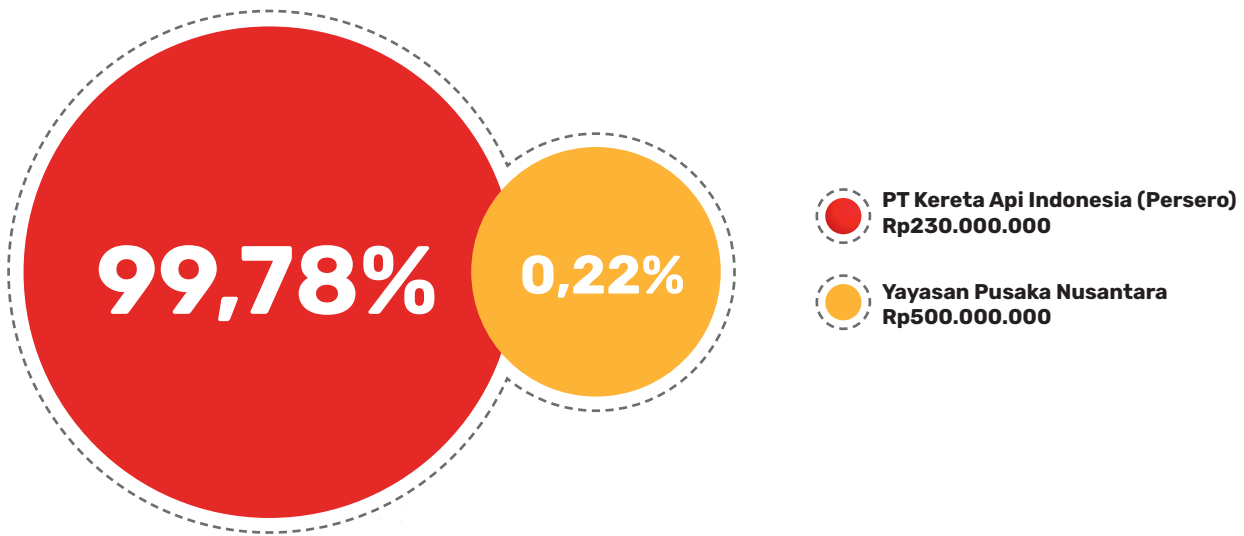
Nama Pemegang Saham / <i>Shareholder Name</i>	Jumlah Saham / <i>Total Shares</i>	Persentase / <i>Percentage</i>
PT Kereta Api Indonesia (Persero)	Rp230.000.000.000	99,78%
PT Yayasan Pusaka Nusantara	Rp500.000.000	0,22%

KELOMPOK PEMEGANG SAHAM MASYARAKAT YANG MEMILIKI <5% SAHAM

Hingga 31 Desember 2021, KAI Commuter belum pernah melepas sahamnya ke publik.

PUBLIC SHAREHOLDERS OF <5% OWNERSHIP

As of December 31, 2021, KAI Commuter has never issued its shares to the public.



STRUKTUR DAN KOMPOSISI PEMEGANG SAHAM

Shareholder Structure and Composition

KEPEMILIKAN SAHAM OLEH DEWAN KOMISARIS DAN DIREKSI

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS SHARE OWNERSHIP

Nama / Name	Jabatan / Position	Jumlah Lembar Saham / Total Shares	Persentase Kepemilikan / Ownership Percentage
Dewan Komisaris / Board of Commissioners			
Dadan Rudiansyah	Komisaris Utama / President Commissioner	-	-
Edy Widya	Komisaris / Commissioner	-	-
John Robertho	Komisaris / Commissioner	-	-
Danto Restyawan	Komisaris / Commissioner	-	-
Direksi / Board of Directors			
Roppiq Lutzfi Azhar	Direktur Utama / President Director	-	-
Wawan Ariyanto	Direktur Operasi dan Pemasaran / Director of Operations and Marketing	-	-
Denny Haryanto	Direktur Teknik / Technical Director	-	-
Adang Sujana	Direktur Keuangan dan Administrasi / Director of Finance and Administration	-	-

KEPEMILIKAN SAHAM LOKAL DAN ASING

LOCAL AND FOREIGN SHARE OWNERSHIP

Keterangan / Description	2021		2020	
	Jumlah Saham / Total Shares	%	Jumlah Saham / Total Shares	%
Lokal / Local				
Individu / Individual				
Institusi / Institution	Rp230.500.000.000	100,00	Rp230.500.000.000	100,00
Buy Back			-	
Pemerintah Daerah / Regional Government			-	
Pemerintah / Government			-	
Jumlah Kepemilikan Lokal / Total Local Ownership	Rp230.500.000.000	100,00	Rp230.500.000.000	100,00
Asing / Foreign				
Individu / Individual			-	
Institusi / Institution			-	
Jumlah Kepemilikan Asing / Total Foreign Ownership			-	
Jumlah / Total	Rp230.500.000.000	100,00	Rp230.500.000.000	100,00

KRONOLOGI PENERBITAN DAN PENCATATAN OBLIGASI

Bonds Issuance and Listing Chronology

Hingga 31 Desember 2021, Perseroan belum pernah melakukan penerbitan obligasi.

As of December 31, 2021, the Company has never issued bonds.

KRONOLOGI PENCATATAN SAHAM DAN EFEK

Shares and Securities Listing Chronology

KRONOLOGIS PENCATATAN SAHAM

Hingga 31 Desember 2021, Perseroan belum melakukan pencatatan saham di bursa efek, sehingga tidak terdapat informasi mengenai tahun penerbitan saham, jumlah saham, nilai nominal saham dan harga penawaran saham untuk masing-masing tindakan korporasi serta nama bursa di mana saham dicatatkan.

SHARE LISTING CHRONOLOGY

As of December 31, 2021, the Company has not listed its shares on the stock exchange, thus, there is no information regarding the year of share issuance, number of shares, nominal value of shares and share offering price for each corporate action as well as the name of the stock exchange where the shares are listed.

PROGRAM BUY BACK SAHAM

Hingga 31 Desember 2021, Perseroan belum mempunyai kebijakan melakukan *buy back* saham.

STOCK BUY BACK PROGRAM

As of December 31, 2021, the Company did not yet have a share buyback policy.

KRONOLOGIS PENCATATAN EFEK LAINNYA

Hingga 31 Desember 2021, Perseroan belum melakukan pencatatan efek lainnya di bursa efek sehingga tidak terdapat informasi mengenai nama efek, tahun penerbitan, tingkat bunga/imbalan dan jatuh tempo serta nama bursa dan peringkat efek.

OTHER SECURITIES LISTING CHRONOLOGY

As of December 31, 2021, the Company has not listed any other securities on the stock exchange, so there is no information regarding the name of the securities, year of issuance, interest/yield rate and maturity as well as the name of the stock exchange and rating of securities.

AKSES INFORMASI DAFTAR PEMEGANG SAHAM BULANAN, TRIWULANAN DAN SEMESTERAN

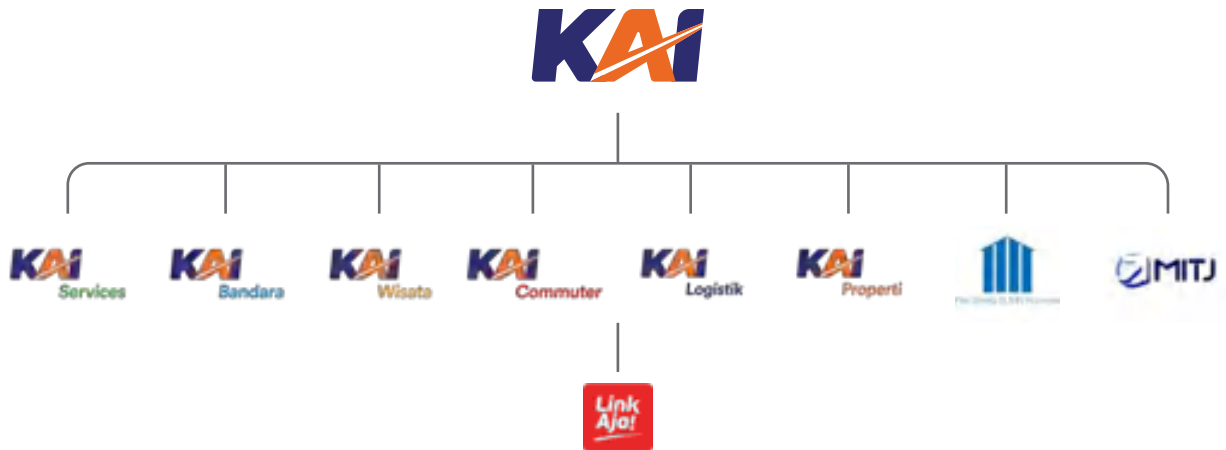
Perusahaan memberikan akses informasi data kepada Pemegang Saham secara transparan yang dilakukan secara rutin.

ACCESS TO MONTHLY, QUARTERLY AND BIENNIAL LIST OF SHAREHOLDERS

The Company provides access to data information to Shareholders in a transparent manner which is carried out on a regular basis.

STRUKTUR GRUP DAN ASOSIASI PERUSAHAAN

Structure of Company Group and Associates



PROFIL INDUK PERUSAHAAN

Holding Company Profile



PT Kereta Api Indonesia (Persero)



PT Kereta Api Indonesia (Persero) didirikan berdasarkan akta tanggal 1 Juni 1999 No. 2 yang dibuat di hadapan Imas Fatimah, S.H., Sp.N., Notaris di Jakarta, yang kemudian diperbaiki kembali dengan akta tanggal 13 September 1999 No. 14. Akta pendirian tersebut telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat Keputusan tanggal 1 Oktober 1999 No.C-17171 HT.01.01. TH.99 dan telah diumumkan dalam Berita Negara Republik Indonesia tanggal 14 Januari 2000 No. 4 Tambahan No. 240/2000.

Berdasarkan surat persetujuan Menteri Hukum dan HAM RI No. AHU-AH.01-16788 tanggal 5 Oktober 2009, Direksi PT Kereta Api (Persero) mengeluarkan Instruksi Direksi No.16/OT.203/ KA-2010 mengenai perubahan nama PT Kereta Api (Persero) menjadi PT Kereta Api Indonesia (Persero) atau KAI terhitung tanggal 11 Mei 2010.

PT Kereta Api Indonesia (Persero) was established based on the deed dated June 1, 1999 No. 2 which was made before of Imas Fatimah, S.H., Sp. N., notary in Jakarta, which was subsequently repaired again with the deed of September 13, 1999 No. 14. The deed of establishment has received approval from the Minister of Justice of the Republic of Indonesia through Decree dated October 1, 1999 No. C-17171 HT. 01.01. TH. 99 and has been announced in the State Gazette of the Republic of Indonesia on 14 January 2000 No. 4 Supplement No. 240/2000.

Based on the approval letter of the Minister of Law and Human Rights of Indonesia No. AHU-AH. 01-16788 dated October 5, 2009, the Board of Directors of PT Kereta Api (Persero) issued the instruction of Board of Directors No. 16/OT. 203/KA-2010 concerning the change of name of PT Kereta Api (Persero) to PT Kereta Api Indonesia (Persero) or KAI dated May 11, 2010.

PROFIL INDUK PERUSAHAAN

Holding Company Profile

Seiring dengan dinamika dunia usaha dan berkembangnya tuntutan pasar, saat ini KAI juga menyelenggarakan kegiatan usaha penunjang lainnya dengan memanfaatkan sumber daya yang dimilikinya. Di antaranya adalah pengelolaan properti yang terkait dengan jasa kereta api, pariwisata berbasis kereta api, restoran di kereta api (*on train services*) dan di stasiun, termasuk jasa catering dan distribusi logistik.

Along with the dynamics of the business world and the growing market demands, KAI also holding other supporting business activities by utilizing its resources. Among them are the management of properties related to railway services, tourism-based trains, restaurants in trains (*on train services*) and at stations, including catering services and distribution of logistics.

Nama / Name	PT Kereta Api Indonesia (Persero)
Alamat Perusahaan / Company Address	Jl. Perintis Kemerdekaan No. 1, Bandung 40117 PO Box 1163 Bandung 40000
Telepon / Telephone	022-4230031, 4230039
Fax	022-4203342 ext. 10039
E-mail	dokumen@kai.id
Website	www.kai.id
Tanggal Pendirian / Date of Establishments	1 Juni 1999 / June 1, 1999
Bidang Usaha / Line of Business	Melakukan usaha di bidang transportasi, serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/mengejar keuntungan guna meningkatkan nilai Perusahaan dengan menerapkan prinsip-prinsip Perseroan Terbatas. / Carry out business in the transportation sector, as well as optimizing the utilization of the Company's resources to produce high quality and highly competitive goods and/or services to obtain/pursue profits in order to increase the value of the Company by applying the principles of Limited Liability Companies.
Status	Badan Usaha Milik Negara (Persero) / State-Owned Enterprise (Persero)
Kepemilikan Saham / Share Ownership	100% Pemerintah Republik Indonesia / 100% Government of the Republic of Indonesia
Dasar Hukum Pendirian / Legal Basis of Establishment	Akta Pendirian PT Kereta Api (Persero), tanggal 1 Juni 1999 No. 2 / Deed of Establishment of PT Kereta Api (Persero) June 1, 1999 No. 2
Akta Pendirian / Deed of Establishment	Akta Notaris No. 2 dan Akta Notaris No. 14 tanggal 13 September 1999 dari Notaris Imas Fatimah, S.H, pengesahan dari Menteri Kehakiman Republik Indonesia berdasarkan Surat Keputusan No. C- 17171 HT.01.01.TH.99 tanggal 1 Oktober 1999. / Notary Deed No. 2 and Notary Deed No. 14 dated September 13, 1999 from Notary Imas Fatimah,SH, legalization from the Minister of Justice of the Republic of Indonesia based on Decree No. C-17171 HT.01.01.TH.99 dated October 1, 1999.

PROFIL ENTITAS ANAK

Subsidiaries Profile



PT Reska Multi Usaha



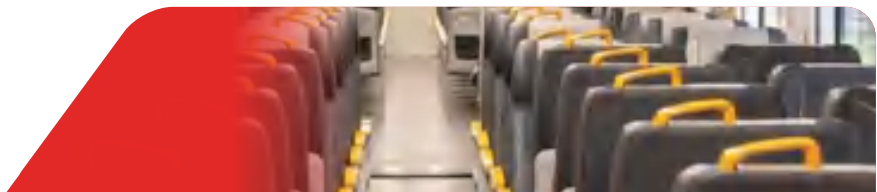
PT Reska Multi Usaha bergerak dalam bidang usaha Restorasi KA, *Service On Train* (SOT), Jasa Boga (*Catering*), Resto & Cafe, Parkir, *Outsourcing*, dan Jasa Pengamanan. Komposisi kepemilikan saham PT Reska Multi Usaha yaitu PT KAI 99,74% dan Yayasan Pusaka 0,26%.

PT Reska Multi Usaha is engaged in the business of KA Restoration, Service On Train (SOT), Jasa Boga (Catering), Resto & Cafe, Parking, Outsourcing, and Security Services. The composition of PT Reska Multi Usaha's share ownership is PT KAI at 99.74% and Yayasan Pusaka at 0.26%.

Tanggal Pendirian / Date of Establishment	2 Juli 2003 / July 2, 2003
Alamat Kantor / Office Address	Stasiun Mangga Besar Lt. 1, / Mangga Besar Station 1 st Floor, Jl. Karanganyar no. 1, Jakarta Pusat
Telepon / Telephone	021-62302540
E-mail	reska.pusat@reska.co.id
Website	www.reska.co.id



PT Railink



PT Railink merupakan *joint venture* antara PT Kereta Api Indonesia (Persero) dengan PT Angkasa Pura II (Persero) dengan komposisi kepemilikan saham 60% KAI dan 40% AP II. Kegiatan usaha yang dijalannya yakni pengoperasian, pengoperasian pengelolaan dan perusahaan kereta api bandara, pengembangan dan pengadaan stasiun kereta api di bandara dan di pusat kota, pengadaan dan pemeliharaan sarana dan prasarana kereta api, pembangunan prasarana kereta api, konsultasi dan desain sistem perkeretaapian, perusahaan jasa lainnya yang menunjang usaha-usaha pokok.

PT Railink is a joint venture between PT Kereta Api Indonesia (Persero) and PT Angkasa Pura II (Persero) with a share ownership composition of 60% KAI and 40% AP II. Its business activities include operation, operational management of airport trains, development and procurement of train stations at airports and in the city center, procurement and maintenance of railway facilities and infrastructure, construction of railway infrastructure, consulting and design of railway systems, service business, others that support the main business.

PROFIL ENTITAS ANAK

Subsidiaries Profile

Tanggal Pendirian / Date of Establishment	28 September 2006 / September 28, 2006
Alamat Kantor / Office Address	Stasiun KA Bandara Sudirman Baru (BNI City) / Gondangdia Station South Exit Ground Floor, Jl. Tanjung Karang No 1, Kebon Melati, Tanah Abang, Jakarta Pusat, Jakarta Cabang Medan: / Medan Branch: Jl. Prof. H.M. Yamin, SH No. 14 - Medan 20231, Sumatera Utara, Indonesia
Telepon / Telephone	061-4561331
E-mail	info@railink.co.id
Website	www.railink.co.id



PT Kereta Api Pariwisata



PT Kereta Api Pariwisata atau disingkat Kawisata bertujuan untuk menyediakan barang atau jasa yang bermutu tinggi dan berdaya saing kuat di pasar dalam wilayah Indonesia di bidang pariwisata kereta api, dan kegiatan usaha yang mendukung pariwisata kereta api dengan menerapkan prinsip-prinsip Perseroan Terbatas. Komposisi kepemilikan saham PT KA Pariwisata yaitu KAI 99,9% dan Yayasan Pusaka 0,1%.

PT Kereta Api Wisata or abbreviated as Kawisata aims to provide goods or services of high quality and strong competitiveness in the Indonesian market engaging in rail tourism and rail tourism supporting business activities by applying the principles of Limited Liability Companies. The composition of share ownership of PT KA Wisata is KAI of 99.9% and Yayasan Pusaka of 0.1%.

Tanggal Pendirian / Date of Establishment	8 September 2009 / September 8, 2009
Alamat Kantor / Office Address	Stasiun Gondangdia Pintu Selatan Lantai Dasar, / Gondangdia Station South Exit Ground Floor, Jl Srikaya I, Kebon Sirih, Menteng, Jakarta Selatan
Telepon / Telephone	021 - 38902233
Fax	021 - 38902424
E-mail	info@kawisata.id
Website	www.kawisata.co.id

PROFIL ENTITAS ANAK

Subsidiaries Profile



PT Kereta Api Logistik (Kalog)



PT Kereta Api Logistik (Kalog) memiliki usaha di bidang layanan distribusi logistik berbasis kereta api, dengan kemasan bisnis *door to door service* untuk memberikan pelayanan yang paripurna bagi pelanggan kereta api yang didukung dengan angkutan pra dan lanjutan serta layanan penunjangnya, meliputi pengelolaan Terminal Peti Kemas (TPK), bongkar muat, pergudangan, pengepakan, pelabelan, pengangkutan, penjejakan, pengawalan logistik serta manajemen logistik dengan menerapkan prinsip-prinsip perseroan terbatas. Orientasi bisnis Kalog ke depan adalah sebagai jasa layanan distribusi logistik secara *Total Solution* melalui *End-to-End Services* atau dengan kata lain sebagai *SCM Service Provider*.

Fungsi dan peran kontributif Kalog terhadap jasa layanan yang telah disediakan oleh induknya adalah sebagai pencipta nilai tambah (*value creator*) sepanjang rantai nilai (*value chain*) layanan distribusi logistik, termasuk layanan yang telah disediakan oleh PT Kereta Api Indonesia (Persero), seperti angkutan barang dan pergudangan. Komposisi kepemilikan saham PT KA Logistik yaitu KAI 99,90% dan Yayasan Pusaka 0,1%.

PT Kereta Api Logistik (Kalog) conducts business in the field of rail-based logistics distribution services, with door-to-door service business packaging to provide complete service for rail customers supported by pre and advanced transportation and supporting services, including the management of Container Terminals. (TPK), loading and unloading, warehousing, packing, labeling, transportation, tracking, logistics escort and logistics management by applying the principles of a limited liability company. Kalog's future business orientation is as a Total Solution logistics distribution service through End-to-End Services or in other words as a SCM Service Provider.

Kalog's contributive function and role to the services provided by its parent is as a value creator along the value chain of logistics distribution services, including services provided by PT Kereta Api Indonesia (Persero), such as freight transportation, and warehousing. The composition of PT KA Logistik's shareholding is KAI with 99.90% and Yayasan Pusaka with 0.1%.

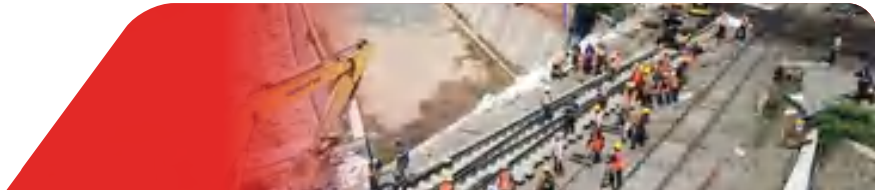
Tanggal Pendirian / Date of Establishment	8 September 2009 / September 8, 2009
Alamat Kantor / Office Address	Stasiun Gondangdia Pintu Selatan Lantai Dasar, / Gondangdia Station South Exit Ground Floor, Kebon Sirih, Menteng, Jakarta Selatan
Telepon / Telephone	021-31922299
Fax	021 - 31922288
E-mail	info@kalogistics.co.id
Website	www.kalogistics.co.id

PROFIL ENTITAS ANAK

Subsidiaries Profile



PT KA Properti Manajemen



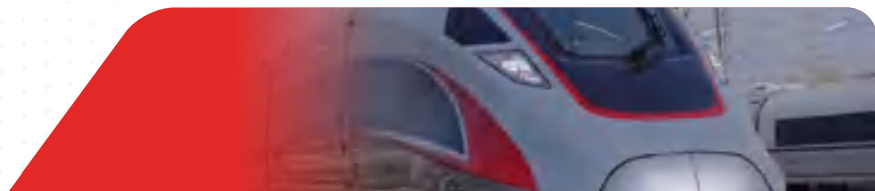
PT KA Properti Manajemen atau disingkat PT KAPM memiliki usaha di bidang pengelolaan aset/properti perkeretaapian milik PT Kereta Api Indonesia (Persero) maupun pihak lainnya dengan tujuan mengoptimalkan pemanfaatan serta memberikan nilai tambah aset/properti tersebut guna memenuhi standar mutu terbaik dengan menerapkan prinsip-prinsip Perseroan Terbatas. Komposisi kepemilikan saham PT KA Properti Manajemen yaitu KAI 99,63% dan Yayasan Pusaka 0,37%.

PT KA Properti Manajemen or abbreviated as PT KAPM has a business in the management of railway assets/properties owned by PT Kereta Api Indonesia (Persero) and other parties with the aim of optimizing the utilization and providing added value to these assets/properties in order to meet the best quality standards by applying the principles Limited company. The composition of share ownership of PT KA Properti Manajemen is KAI with 99.63% and Yayasan Pusaka with 0.37%.

Tanggal Pendirian / Date of Establishment	8 September 2009 / September 8, 2009
Alamat Kantor / Office Address	Stasiun Sawah Besar Lt. 1, Jl. K.H. Samanhudi, Jakarta Pusat - 10710
Telepon / Telephone	021 - 3451040 & 021 -3451404
Fax	021-3451087
E-mail	corporate@kapm.co.id
Website	www.kapm.co.id



PT Pilar Sinergi BUMN Indonesia



PT Pilar Sinergi BUMN Indonesia atau disingkat PSBI merupakan *Joint Venture* dari 4 BUMN yaitu PT Wijaya Karya (Persero) (WIKA), PT Jasa Marga (Persero) Tbk (JSMR), PT Kereta Api Indonesia (Persero) (KAI) dan PT Perkebunan Nusantara VIII (PTPN VIII) dengan kepemilikan saham WIKA 38%, KAI 25%, PN VIII 25%,

PT Pilar Sinergi BUMN Indonesia or abbreviated as PSBI is a Joint Venture of 4 SOEs namely PT Wijaya Karya (Persero) (WIKA), PT Jasa Marga (Persero) Tbk (JSMR), PT Kereta Api Indonesia (Persero) (KAI) and PT Perkebunan Nusantara VIII (PTPN VIII) with 38% ownership in WIKA, 25% in KAI, 25% in PN VIII, and 12% in JSMR. PT PSBI

PROFIL ENTITAS ANAK

Subsidiaries Profile

dan JSMR 12%. PT PSBI bersama-sama dengan China Railway International Co. Ltd. dari Tiongkok membentuk PT Kereta Cepat Indonesia China (KCIC) untuk menyelenggarakan proyek Kereta Cepat Jakarta-Bandung.

together with China Railway International Co. Ltd. from China established PT Kereta Cepat Indonesia China (KCIC) to organize the Jakarta-Bandung High Speed Rail project

Tanggal Pendirian / Date of Establishment	2 Oktober 2015 / October 2, 2015
Alamat Kantor / Office Address	Jl. D.I. Panjaitan Kav.9, Jakarta 13340, PO Box 4174
Telepon / Telephone	021-8192808, 8508640, 8508650
Fax	021-8191235



PT Fintek Karya Nusantara (Finarya)



LinkAja! merupakan uang elektronik nasional kebanggaan Indonesia berbasis server yang merupakan produk andalan dari PT Fintek Karya Nusantara (Finarya) yang telah terdaftar di Bank Indonesia. Berdasarkan Surat Izin Bank Indonesia Nomor 21/65/DKSP/SRT/B yang dikeluarkan pada tanggal 21 Februari 2019, Finarya secara resmi telah mendapat lisensi/izin dari Bank Indonesia sebagai Perusahaan Penerbit Uang Elektronik dan Penyelenggara Layanan Keuangan Digital Badan Hukum.

LinkAja! is a server-based national electronic money that is the pride of Indonesia which is the mainstay product of PT Fintek Karya Nusantara (Finarya) which has been registered with Bank Indonesia. Based on Bank Indonesia License Number 21/65/DKSP/SRT/B issued on February 21, 2019, Finarya has officially received a license/permit from Bank Indonesia as an Electronic Money Issuing Company and a Legal Entity Digital Financial Service Provider.

Finarya merupakan anak usaha yang dibentuk dari semangat sinergi nasional PT Telekomunikasi Seluler (Telkomsel) dan tujuh badan usaha milik Negara (BUMN), yaitu PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Tabungan Negara (Persero) Tbk, PT Pertamina (Persero), PT Asuransi Jiwasraya (Persero), dan PT Danareksa (Persero) yang berdiri pada tanggal 21 Januari 2019. Didukung oleh Telkomsel selaku operator seluler terbesar di Indonesia dan jaringan besar Himpunan Bank Milik Negara (Himbara) dengan ratusan

Finarya is a subsidiary established from the spirit of national synergy of PT Telekomunikasi Seluler (Telkomsel) and seven state-owned enterprises (BUMN), namely PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Negara Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Tabungan Negara (Persero) Tbk, PT Pertamina (Persero), PT Asuransi Jiwasraya (Persero), and PT Danareksa (Persero) which were established on January 21, 2019. Supported by Telkomsel as the largest cellular operator in Indonesia and network As a large State-Owned Bank Association (Himbara) with hundreds of

PROFIL ENTITAS ANAK

Subsidiaries Profile

ribu titik akses transaksi keuangan, keberadaan Finarya sebagai platform sistem pembayaran produk-produk BUMN akan membantu mendorong ekosistem transaksi keuangan non-tunai dan inklusi keuangan yang holistik di Indonesia, dengan fokus pada kebutuhan pembayaran mendasar seluruh kalangan masyarakat Indonesia.

thousands of access points for financial transactions, Finarya's presence as a payment system platform for SOE products will help encourage a holistic cashless financial transaction and financial inclusion ecosystem in Indonesia, with a focus on the basic payment needs of all among the Indonesian people.

Pada tahun 2019 PT Kereta Commuter Indonesia membeli saham PT Fintek Karya Nusantara sebesar 2,03%.

In 2019 PT Kereta Commuter Indonesia purchased a 2.03% of shares in PT Fintek Karya Nusantara.

Tanggal Pendirian / Date of Establishment	21 Februari 2019 / February 21, 2019
Alamat Kantor / Office Address	Jl. Jend Sudirman, SCBD Lot 11A,, Kav 52-53, The Energy Building 21st Floor, South Jakarta Jakarta 12190
E-Mail	info@linkaja.id
Website	www.linkaja.id



PT Moda Integrasi Transportasi Jabodetabek



PT Moda Integrasi Transportasi Jabodetabek atau disingkat MITJ merupakan *Joint Venture* dari PT Kereta Api Indonesia (Persero) dan PT MRT Indonesia (MRT) dengan kepemilikan saham KAI 49% dan MRT 51%. KAI bersama-sama dengan MRT membentuk Moda Integrasi Transportasi Jabodetabek (MITJ) untuk mematangkan konsep integrasi perkeretaapian dan sarana transportasi lainnya.

PT Moda Integrasi Transportasi Jabodetabek or abbreviated as MITJ is a *Joint Venture* of PT Kereta Api Indonesia (Persero) and PT MRT Indonesia (MRT) with 49% share ownership in KAI and 51% in MRT. KAI together with MRT formed the Jabodetabek Transportation Integration Mode (MITJ) to finalize the concept of integrating rail and other transportation facilities.

Tanggal Pendirian / Date of Establishment	10 Desember 2019 / December 10, 2019
Alamat Kantor / Office Address	Wisma Nusantara Lt. 3 Jl. MH Thamrin 59 Jakarta 10350 – Indonesia
Telepon	021-3144555
E-Mail	info@mitj.co.id

AKSES INFORMASI DAFTAR PEMEGANG SAHAM BULANAN, TRIWULANAN, DAN SEMESTER

Monthly, Quarterly and Biannual Information Access to Shareholders List

Hingga 31 Desember 2021, Perseroan belum melakukan pencatatan saham di bursa efek, sehingga tidak terdapat informasi mengenai daftar pemegang saham bulanan, triwulanan, dan semester.

As of December 31, 2021, the Company has not listed its shares on the stock exchange, so there is no information regarding the monthly, quarterly and semester lists of shareholders.

DAFTAR ENTITAS ANAK, ENTITAS ASOSIASI, DAN VENTURA BERSAMA

List of Subsidiaries, Associates and Joint Ventures

Hingga 31 Desember 2020, KAI Commuter tidak memiliki entitas anak. Untuk entitas asosiasi, PT KAI Commuter bekerja sama dengan anak perusahaan lain dari induk perusahaan yaitu PT Kereta Api Indonesia (Persero), antara lain adalah PT Reska Multi Usaha, PT Railink, PT KA Pariwisata, PT Kereta Api Logistik (Kalog), dan PT KA Properti Manajemen. Untuk ventura bersama, PT KAI Commuter melakukan pembelian saham PT Finarya Karya Nusantara atau lebih dikenal dengan Link Aja!.

As of December 31, 2020, KAI Commuter has no subsidiaries. For associates, PT KAI Commuter cooperates with other subsidiaries of the parent company, namely PT Kereta Api Indonesia (Persero), including PT Reska Multi Usaha, PT Railink, PT KA Wisata, PT Kereta Api Logistik (Kalog), and PT KA Property Management. For joint ventures, PT KAI Commuter purchased shares of PT Finarya Karya Nusantara or better known as Link Aja!.

NAMA DAN ALAMAT LEMBAGA DAN/ATAU PROFESI PENUNJANG PASAR MODAL

Name and Address of Capital Market Supporting Institutions and/or Professionals

Kantor Akuntan Publik
Public Accounting Firm

KAP Amir Abadi Jusuf, Aryanto, Mawar dan Rekan (RSM Indonesia)

Plaza ASIA lantai 10

Jln. Jenderal Sudirman Kav.59
Jakarta Selatan 12190, Indonesia
T: (021) 5140 1340
F: (021) 5140 1540

Jasa yang diberikan / Services

Melaksanakan audit laporan keuangan /
Audits on financial statements

Komisi / Fee

Rp3.905 Miliar (fee untuk keseluruhan KAI Group) /
Rp3.905 Billion (fee for overall KAI Group)

Periode Penugasan / Assignment Period

160 hari kalender / 160 calendar days

Notaris
Notary

Hannywati Gunawan S.H.

Jl. Mangga Besar V no.10 RT.08/5

Kota Tua, Mangga Besar – Tamansari, Jakarta barat
T: (021) 6241822

Jasa yang diberikan / Services

Pembuatan akta-akta perusahaan dan akta RUPS / Drawing up of
corporate and GMS deeds

Komisi / Fee

Komisi diberikan atas setiap pekerjaan yang diberikan sesuai
dengan besaran tarif jasa notaris yang telah ditentukan / The
fees are paid on every assignment given in accordance with the
predetermined notarial service rate

Periode Penugasan / Assignment Period

Berdasarkan kebutuhan Perseroan / Based on the Company's needs

INFORMASI PADA WEBSITE PERSEROAN

Information on the Company Website

Website resmi Perseroan PT KAI Commuter bisa diakses di www.krl.co.id, dalam *website* ini PT KAI Commuter menyampaikan seluruh informasi-informasi terkait Perseroan yang ingin diketahui oleh seluruh lapisan masyarakat.

Sebagai komitmen untuk senantiasa menjalankan kinerja Perseroan secara transparan dan akuntabel, KAI Commuter menyediakan informasi yang dapat diakses oleh seluruh investor maupun pemangku kepentingan lainnya melalui situs resmi Perseroan yakni www.krl.co.id. Informasi yang ditampilkan dalam situs meliputi berbagai informasi relevan dan aktual mengenai sejarah dan profil Perseroan, pedoman dan kode etik serta Laporan Tahunan. Situs resmi KAI Commuter juga menampilkan informasi penting mengenai rute dan jadwal commutertline, pelelangan, serta lowongan pekerjaan.

The Official Company website of PT KAI Commuter can be accessed at www.krl.co.id, which contains all information related to the Company to be known by the wide public.

As a commitment to always carry out the Company's performance in a transparent and accountable manner, KAI Commuter provides information that can be accessed by all investors and other stakeholders through the Company's official website, namely www.krl.co.id. The information displayed on the website includes various relevant and actual information regarding the history and profile of the Company, guidelines and code of ethics as well as the Annual Report. The KAI Commuter official website also displays important information regarding commutertline routes and schedules, auctions, and job vacancies.

INFORMASI PADA WEBSITE PERSEROAN

Information on the Company Website

Melalui *website*, pemangku kepentingan dapat memperoleh informasi sebagai berikut:

1. Tentang Kami

- a. Info Perusahaan
Berisi tentang sejarah perusahaan, visi dan misi perusahaan, logo dan makna logo perusahaan, serta budaya perusahaan.
- b. Tata Kelola Perusahaan
Berisi tentang berbagai upaya tata kelola perusahaan untuk menerapkan *Good Corporate Governance* di antaranya mengenai GCG Code, Pedoman Pengendalian Gratifikasi, Pedoman *Whistleblowing System*, *Board Manual*, serta Kode Etik dan Etika Bisnis dapat diakses di *website* Perseroan.
- c. Laporan Tahunan
Berisi tentang laporan tahunan dan keuangan Perusahaan.
- d. Direksi dan Komisaris
Berisi tentang biodata Direksi dan Komisaris Perusahaan.

2. Layanan

- a. Info Pelanggan
Berisi tentang jadwal perjalanan commuteline ter-*update*.
- b. Saran dan Kritik
Berisi tentang saran dan kritik untuk KAI Commuter.
- c. Layanan Pelanggan
Berisi tentang etika dan tata cara naik commuteline.

Through the website, stakeholders can obtain the following information:

1. About Us

- a. Company Info
Contains the history of the company, the company's vision and mission, the logo and the meaning of the company logo, and the company culture.
- b. Corporate Governance
Contains various corporate governance efforts to implement Good Corporate Governance including the GCG Code, Gratification Control Guidelines, Whistleblowing Guidelines System, Board Manuals , as well as the Code of Ethics and Business Ethics can be accessed on the Company website.
- c. Annual Report
Contains the Company's annual report and financial statements.
- d. Board of Directors and Board of Commissioners
Contains biodata of the Company's Directors and Commissioners.

2. Service

- a. Customer Info
Contains updated commuteline travel schedule.
- b. Suggestions and Critics
Contains suggestions and criticisms for KAI Commuter.
- c. Customer Service
Contains ethics and procedures for riding the commuteline.

INFORMASI PADA WEBSITE PERSEROAN

Information on the Company Website

3. KMT

- a. Informasi KMT
Berisi tentang ketentuan penggunaan KMT, pengertian KMT, dan pembelian kartu perdana *multi trip*
- b. Ketentuan Penggunaan
Berisi tentang cara cek saldo KMT, cek transaksi KMT melalui aplikasi KRL Access, transaksi isi ulang *top up*, mekanisme *top up*, syarat dan ketentuan, *redem* KMT, perawatan kartu

4. Perjalanan KRL

- a. Peta Rute
Berisi tentang rute yang dilayani commuterline.
- b. Jadwal commuterline
Berisi tentang jadwal commuterline.
- c. Info Tarif Perjalanan
Berisi tentang tarif perjalanan commuterline.

5. Procurement

Berisi tentang informasi lelang.

6. Informasi Publik

Informasi mengenai berita terbaru tentang KAI Commuter sehingga para pemangku kepentingan dapat selalu mengikuti perkembangan terkini aktivitas Perseroan melalui *website*.

7. Karier

Berisi tentang informasi lowongan pekerjaan.

8. Space Iklan

Berisi tentang informasi untuk pemasangan iklan di commuterline.

3. KMT

- a. KMT Information
Contains the terms for using KMT, understanding KMT, and purchasing a multi-trip starter pack
- b. Terms of Use
Contains information on how to check KMT balances, check KMT transactions through the KRL Access application, do top up transactions, top up mechanisms as well as terms and conditions, KMT redemptions, and card maintenance.

4. KRL Trip

- a. Route Map
Contains the routes served by commuterline.
- b. KRL Schedule
Contains the commuterline schedule.
- c. Travel Fare Info
Contains commuterline travel fares.

5. Procurement

Contains information on auction.

6. Public Information

Information regarding the latest news about KAI Commuter so that stakeholders can always follow the latest developments in the Company's activities through the website.

7. Career

Contains information on job vacancies.

8. Ad Space

Contains information for advertising on commuterline.

PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE, SEKRETARIS PERUSAHAAN, DAN UNIT AUDIT INTERNAL

Education and/or Training of the Board of Commissioners, Directors, Committees, Corporate Secretary, and Internal Audit Unit

Nama / Name	Jabatan / Position	Program Pendidikan/Pelatihan / Education/Training Program	Waktu / Time	Tempat / Place	Penyelenggara / Organizer
Dadan Rudiansyah	Komisaris Utama / President Commissioner	<i>Webinar Risk Management Awareness</i>	9 April 2021 / April 9, 2021	Online	CRMS Indonesia
Edy Widya	Komisaris / Commissioner	• National Web-Seminar Government Internal Audit Corporate University	10 Maret 2021 / March 10, 2021	Online	Badan Pengawasan dan Pembangunan / Supervision and Development Agency
		• <i>Webinar Risk Management Awareness</i>	9 April 2021 / April 9, 2021	Online	CRMS Indonesia
John Robertho	Komisaris / Commissioner	<i>Webinar Risk Management Awareness</i>	9 April 2021 / April 9, 2021	Online	CRMS Indonesia
Danto Restyawan	Komisaris / Commissioner	<i>Webinar Risk Management Awareness</i>	9 April 2021 / April 9, 2021	Online	CRMS Indonesia
Bimo Poerwadi	Anggota Komite Audit / Audit Committee Member	• National Web-Seminar Government Internal Audit Corporate University	10 Maret 2021 / March 10, 2021	Online	Badan Pengawasan dan Pembangunan / Supervision and Development Agency
		• <i>Webinar Risk Management Awareness</i>	9 April 2021 / April 9, 2021	Online	CRMS Indonesia
		• <i>Online Intensive Workshop "Penerapan dan Pengukuran Efektivitas GRC dan Area for Improvement" / Online Intensive Workshop "Implementation and Measurement of GRC Effectiveness and Areas for Improvement"</i>	5 Oktober 2021 / October 5, 2021	Online	JSM Management Consultant
Johny Sudharmono	Anggota Komite Audit / Audit Committee Member	<i>Webinar Risk Management Awareness</i>	9 April 2021 / April 9, 2021	Online	CRMS Indonesia

PENDIDIKAN DAN/ATAU PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE, SEKRETARIS PERUSAHAAN, DAN UNIT AUDIT INTERNAL

Education and/or Training of the Board of Commissioners, Directors, Committees, Corporate Secretary, and Internal Audit Unit

Nama / Name	Jabatan / Position	Program Pendidikan/Pelatihan / Education/Training Program	Waktu / Time	Tempat / Place	Penyelenggara / Organizer
Sofyan Hasan	Anggota Komite Manajemen Risiko / Risk Management Committee Member	• National Web-Seminar Government Internal Audit Corporate University	10 Maret 2021 / March 10, 2021	Online	Badan Pengawasan dan Pembangunan / Supervision and Development Agency
		• <i>Webinar Risk Management Awareness</i>	9 April 2021 / April 9, 2021	Online	CRMS Indonesia
		• <i>Online Intensive Workshop "Penerapan dan Pengukuran Efektivitas GRC dan Area for Improvement" / Online Intensive Workshop "Implementation and Measurement of GRC Effectiveness and Areas for Improvement"</i>	5 Oktober 2021 / October 5, 2021	Online	JSM Management Consultant
Heriyanto Wibowo	Sekretaris Dewan Komisaris / Secretary to the Board of Commissioners	• National Web-Seminar Government Internal Audit Corporate University	10 Maret 2021 / March 10, 2021	Online	Badan Pengawasan dan Pembangunan / Supervision and Development Agency
		• <i>Webinar Risk Management Awareness</i>	9 April 2021 / April 9, 2021	Online	CRMS Indonesia
		• <i>Online Intensive Workshop "Penerapan dan Pengukuran Efektivitas GRC dan Area for Improvement" / Online Intensive Workshop "Implementation and Measurement of GRC Effectiveness and Areas for Improvement"</i>	5 Oktober 2021	Online	JSM Management Consultant





Tinjauan Umum Penunjang Bisnis

Business Support Overview

04

Komitmen Perusahaan dalam mencapai keberlanjutan bisnis jangka panjang didukung oleh adanya Sumber Daya Manusia (SDM) yang berkualitas dan memiliki kapabilitas tinggi, serta efektivitas penggunaan Teknologi Informasi (TI)

The Company's commitment to achieving long-term business sustainability is supported by qualified and highly capable Human Capital (HC), as well as the effective use of Information Technology (IT)



Komitmen Perusahaan dalam mencapai keberlanjutan bisnis jangka panjang didukung oleh adanya Sumber Daya Manusia (SDM) yang berkualitas dan memiliki kapabilitas tinggi, serta efektivitas penggunaan Teknologi Informasi (TI). Bersandar pada hal tersebut, Perseroan berinvestasi pada kedua aspek di atas agar dapat memberikan dukungan yang maksimal bagi tujuan kinerja Perusahaan serta memberikan kontribusi terbaik dalam penyediaan layanan kepada pelanggan.

The Company's commitment to achieving long-term business sustainability is supported by qualified and highly capable Human Capital (HC), as well as the effective use of Information Technology (IT). Thus, the Company invests in the two aspects above in order to provide maximum support for the purpose of the Company's performance as well as providing the best contribution in providing services to customers.



SUMBER DAYA MANUSIA

Human Capital



Pengelolaan sumber daya manusia (*Human Capital/HC*) dalam dunia usaha telah berkembang menjadi *Human Capital Management/HCM* yang mengintegrasikan sistem pengelolaan HC dengan strategi yang mampu meningkatkan daya saing dan akselerasi kinerja perusahaan. Perusahaan menyadari, bahwa memiliki Sumber Daya Manusia (SDM) yang andal, loyal dan berkompeten merupakan salah satu faktor penting dalam mendukung keberlanjutan usaha. Pengelolaan SDM yang tepat dan berkesinambungan terus dilakukan dalam mengembangkan talenta yang berkualitas di tengah kondisi yang penuh tantangan.

Human Capital Management (HCM) in the business world has developed into an integrated HC management system with a strategy that is able to increase competitiveness and accelerate company performance. The Company realizes that having reliable, loyal and competent Human Capital (HC) is one of the most crucial factors in supporting business sustainability. Proper and sustainable HC management continues to be carried out in developing quality talents in the midst of challenging conditions.

“

KAI Commuter sebagai Perusahaan yang bergerak di sektor transportasi telah banyak mengalami dinamika organisasi melalui kebijakan pengelolaan SDM yang berfokus pada peningkatan kompetensi Pegawai.

KAI Commuter as a company engaged in the transportation sector has experienced many organizational dynamics through HC management policies that focus on improving employee competencies.

SUMBER DAYA MANUSIA

Human Capital

Pertumbuhan dan perkembangan bisnis harus didukung dengan kemampuan Sumber Daya Manusia (SDM) yang memiliki kompetensi dan kapasitas mumpuni. Untuk itu, KAI Commuter mengelola SDM secara efektif dan terarah sejak proses rekrutmen hingga akhir kariernya guna mencetak SDM berkualitas yang membantu Perusahaan memperoleh keunggulan kompetitif. Strategi yang dijalankan Perusahaan mengacu pada visi, misi, dan strategi yang sejalan dengan arah dinamika industri di skala nasional dan global.

KEBIJAKAN PENGELOLAAN SUMBER DAYA MANUSIA (SDM)

KAI Commuter sebagai Perusahaan yang bergerak di sektor transportasi telah banyak mengalami dinamika organisasi melalui kebijakan pengelolaan SDM yang berfokus pada peningkatan kompetensi Pegawai. Beberapa langkah kebijakan telah diambil dalam rangka peningkatan kinerja Pegawai maupun peningkatan kinerja Perusahaan. Berikut penerapan kebijakan SDM KAI Commuter:

1. Implementasi Kebijakan Perencanaan SDM

Tujuan dari perencanaan SDM ini adalah untuk memastikan kesesuaian kebutuhan Perusahaan dengan sumber daya manusia, baik dari segi jumlah maupun kualitas yang dibutuhkan. Proses ini didasari oleh *supply* dan *demand* dalam konteks SDM perusahaan. KAI Commuter telah menerapkan program perencanaan SDM melalui analisis kebutuhan Pegawai dengan metode analisis Proses Bisnis Perusahaan dan perhitungan *full time equivalent* (FTE). Berikut rinciannya:

- a. Implementasi dan Evaluasi Proses Bisnis
Implementasi dan evaluasi berkelanjutan dari Proses bisnis yang telah disusun pada pencapaian Perusahaan sebelumnya berkontribusi untuk mencapai tujuan Perusahaan.
- b. Evaluasi Struktur Organisasi
Dari hasil Proses Bisnis berkembang didapat berapa jumlah kebutuhan SDM dan bagaimana melakukan evaluasi struktur organisasi yang ideal mengacu pada proses bisnis dan kebutuhan Perusahaan.

Business growth and development must be supported by the capability of Human Capital (HC) with strong competence and capacity. For this reason, KAI Commuter manages HC in an effective and focused manner from the recruitment process to the end of its career in order to produce quality Human Capital that will help the Company gain a competitive advantage. The strategy carried out by the Company refers to the vision, mission, and strategy that is in line with the direction of the dynamics of the industry on a national and global scale.

HUMAN CAPITAL (HC) MANAGEMENT POLICY

KAI Commuter as a company engaged in the transportation sector has experienced many organizational dynamics through HC management policies that focus on improving employee competencies. Several policy measures have been taken in order to improve the performance of employees and improve the performance of the company. The following is the implementation of KAI Commuter's HC policies:

1. Implementation of HC Planning Policy

The HC planning is prepared with the objective to that the Company has sufficient human capital, both in terms of quantity and quality. This process is based on supply and demand in the context of the company's human capital. KAI Commuter has implemented an HC planning program through an analysis of employee needs using the Company's Business Process analysis method and the calculation of full time equivalent (FTE) with the following details:

- a. Business Process Implementation and Evaluation
Continuous implementation and evaluation of the business processes that have been prepared on the Company's previous achievements contribute to achieving the Company's goals.
- b. Organizational Structure Evaluation
From the results of the growing Business Process, it is found how many HC needs and how to evaluate the ideal organizational structure referring to the business processes and needs of the Company.

SUMBER DAYA MANUSIA

Human Capital

- c. Perencanaan Kebutuhan Pegawai
Dari hasil proses bisnis yang berkembang didapatkan pula data perhitungan *full time equivalent* (FTE) guna memenuhi pemenuhan kebutuhan pegawai Perusahaan
- d. Penyusunan *Job Profile* (JP)
Dari hasil Struktur Organisasi, selanjutnya dilakukan penyusunan JP, dan ini yang sedang dilakukan. JP merupakan suatu pernyataan tertulis yang berisi tujuan dari dibentuknya suatu jabatan/tugas. Uraian ini berisi gambaran tentang apa yang harus dilakukan oleh pemegang jabatan, bagaimana suatu pekerjaan dilakukan, alasan-alasan mengapa pekerjaan tersebut dilakukan, hubungan antara suatu posisi tertentu dan posisi lainnya di luar lingkup pekerjaannya dan di luar organisasi (eksternal) untuk mencapai tujuan unit kerja dan perusahaan secara luas.
- c. Planning of Employee Needs
From the results of developing business processes, data on the full time equivalent (FTE) calculation is also obtained to meet the needs of the Company's employees
- d. Preparation of Job Profile (JP)
From the results of the Organizational Structure, then the preparation of JP is carried out. JP is a written statement that contains the purpose of the establishment of a position/duty. This description contains an overview of what the incumbent must do, how a job is done, the reasons why the job is done, the relationship between a certain position and other positions outside the scope of work and outside the organization (external) to achieve the goals of the work unit. and the company at large.

2. Implementasi kebijakan Seleksi Pegawai:

Kerjasama Program Magang

Dengan merebaknya wabah covid sampai dengan tahun 2021 menuntut Perusahaan untuk memberikan perhatian lebih pada pengelolaan SDM, walaupun tidak terdapat program rekrutmen dalam kurun waktu 2021 akan tetapi Perusahaan memfasilitasi dan mengakomodir dalam penerimaan permohonan magang yang diajukan oleh pihak sekolah dan kampus terseleksi.

3. Implementasi Kebijakan Penempatan Pegawai

Penempatan Pegawai dilakukan tidak hanya terhadap Pegawai baru namun juga berjalan berkelanjutan sehingga SDM dapat terus memonitor penempatan yang tepat bagi seluruh Pegawai sesuai kebutuhan dan kompetensi SDM.

4. Implementasi kebijakan *Reward Management*:

- a. Remunerasi
Remunerasi yang merupakan pemberian gaji atau pendapatan tambahan terhadap Pegawai juga telah dilakukan oleh KAI Commuter. Penghasilan tetap dan tidak tetap dibayarkan setiap tanggal 24 dan 25.

2. Implementation of the Employee Selection policy:

Internship Program Collaboration

With the outbreak of the covid outbreak until 2021, the Company must pay more attention to HC management, although there was no recruitment program in 2021, the Company facilitates and accommodates the acceptance of internship applications submitted by selected schools and campuses.

3. Implementation of the Deployment Policy

Employee placement is carried out not only for new employees but also on an ongoing basis so that HC can continue to monitor the proper placement of all employees in accordance with HC needs and competence.

4. Implementation of Reward Management policy:

- a. Remuneration
Remuneration which is the provision of salary or additional income to employees has also been carried out by KAI Commuter. Fixed and variable income is paid every 24th and 25th.

SUMBER DAYA MANUSIA

Human Capital

b. *Benefit*

Benefit yang diberikan seperti uang duka dan pensiun Pegawai serta fasilitas jaminan kesehatan tambahan diluar ketentuan yang diwajibkan sesuai ketentuan undang-undang.

b. Benefits

Benefits provided include funeral money, Employee pension, and additional health insurance as a supplementary to the obligatory provisions of the laws and regulations.

5. Implementasi Kebijakan *Performance Management*:

a. Pelatihan dan Pengembangan SDM

Pelatihan dan pengembangan yang merupakan serangkaian aktivitas yang dirancang oleh Perusahaan untuk meningkatkan pengetahuan, keahlian, keterampilan dan kemampuan pegawai telah dilaksanakan secara berkala. Ini dilakukan untuk memperbaiki gap antara kompetensi yang dibutuhkan Perusahaan dengan yang dimiliki Pegawai.

b. *Key Performance Indicator*

KPI telah dilaksanakan pada tahun 2021 dan baru diberlakukan hingga level *Vice President* (VP). Selanjutnya, proses penyempurnaan pemberlakuan KPI berjalan seiring dengan proses bisnis perusahaan.

5. Implementation of Performance Management Policy:

a. HC Training and Development

Training and development which is a series of activities designed by the Company to improve the knowledge, expertise, skills and abilities of employees has been carried out regularly. This is done to improve the gap between the competencies needed by the Company and those of the Employees.

b. Key Performance Indicators

The KPI has been implemented in 2021 to a certain level up to the Vice President (VP) level. For further implementation, the KPI is currently going through a number of improvements in line with the Company.

6. Implementasi Kebijakan *Career Management*

Bertujuan dalam hal pengembangan yang efektif dari talenta yang ada, serta kepuasan terhadap kebutuhan pengembangan secara spesifik bagi Pegawai. Selain itu, *Career Development* juga bertujuan untuk meningkatkan performa keseluruhan dari organisasi, meningkatkan loyalitas dan motivasi Pegawai, serta membantu menetapkan kebutuhan *training* di masa mendatang. Dalam hal kebutuhan *Career Management*, KAI Commuter menerapkan tiga proses utama, yakni:

a. Asesmen Pegawai

Merupakan proses untuk memperoleh data atau informasi dari nilai kompetensi yang disyaratkan Perusahaan terhadap Pegawai. Dengan ini dapat diperoleh informasi mengenai sesuai atau tidaknya kompetensi Pegawai dengan apa yang dipersyaratkan Perusahaan.

6. Implementation of Career Management Policy

This is carried out to realize effective development of existing talents, as well as satisfaction of specific development needs for employees. In addition, Career Development also aims to improve the overall performance of the organization, increase employee loyalty and motivation, and help determine future training needs. In terms of Career Management needs, KAI Commuter implements three main processes, namely:

a. Employee Assessment

This is a process to obtain data or information on the competency values required by the Company for employees. With this information can be obtained regarding whether or not the competence of employees is in accordance with what is required by the Company.

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b. Promosi Jabatan

Merupakan proses pengisian jabatan yang kosong oleh pegawai yang terlebih dahulu telah melalui proses asesmen. Seiring dengan pengembangan wilayah operasi dan pertumbuhan organisasi, pada tahun 2021 promosi jabatan dilakukan dengan melihat kompetensi dan hasil asesmen. Dari hasil tersebut, Divisi SDM telah dilakukan promosi jabatan terhadap 60 pegawai.

c. Rotasi Jabatan

Merupakan salah satu media pengembangan pegawai, di mana rotasi merupakan pemindahan Pegawai dari satu jabatan ke jabatan lain dengan tingkat jabatan yang setara. Ini dilakukan untuk memberikan pengalaman yang lebih terhadap pengembangan *skill* Pegawai sehingga siap untuk menempati Jabatan di atasnya.

b. Job Promotion

This is the process of filling vacant positions by employees who have previously gone through the assessment process. In line with the development of operational areas and organizational growth in 2021, job promotions consider the competence and assessment results of employees. On such basis, the HC division has promoted a total of 60 employees.

c. Job Rotation

It is one of the media for employee development, where rotation is the transfer of employees from one position to another with the same level of position. This is done to provide more experience in developing employee skills so that they are ready to occupy positions above them.

7. Implementasi Kebijakan *Employee Relation* Hubungan Industrial

Merupakan upaya dari manajemen untuk mewujudkan pola hubungan kerja yang harmonis dengan pegawainya dengan tetap memperhatikan norma hukum yang mengatur tentang hubungan kerja. Sebagai wujud nyata adalah dengan ditetapkannya Peraturan Perusahaan sebagai pedoman dalam menjalankan hubungan kerja antara manajemen dengan pegawai.

7. Implementation of *Employee Relations Policy* Industrial Relations

This is the management's effort to realize a harmonious work relations with employee while also paying attention to the legal provisions on work relations. This commitment is realized through the ratification of Company Regulation as guidelines in implementing the work relationship between the management and employees.

VISI, MISI, DAN TUJUAN SDM

Visi

Menyiapkan SDM yang berkualitas untuk mendukung Perusahaan, sebagai penyedia jasa transportasi publik yang utama dan terbaik.

Misi

Menyelenggarakan pengelolaan SDM yang berbasis pada sistem teknologi dan berbasis kompetensi.

Tujuan

Terpenuhinya kebutuhan SDM yang memiliki kompetensi dan dapat mendukung target Perusahaan.

HC VISION, MISSION, AND OBJECTIVE

Vision

Prepare quality Human Capital to support the Company, as the main and best provider of public transportation services.

Mission

Organizing HC management with technology and competency-based systems.

Objective

Fulfillment of HC needs with competence and ability to support the realization of the Company's targets.

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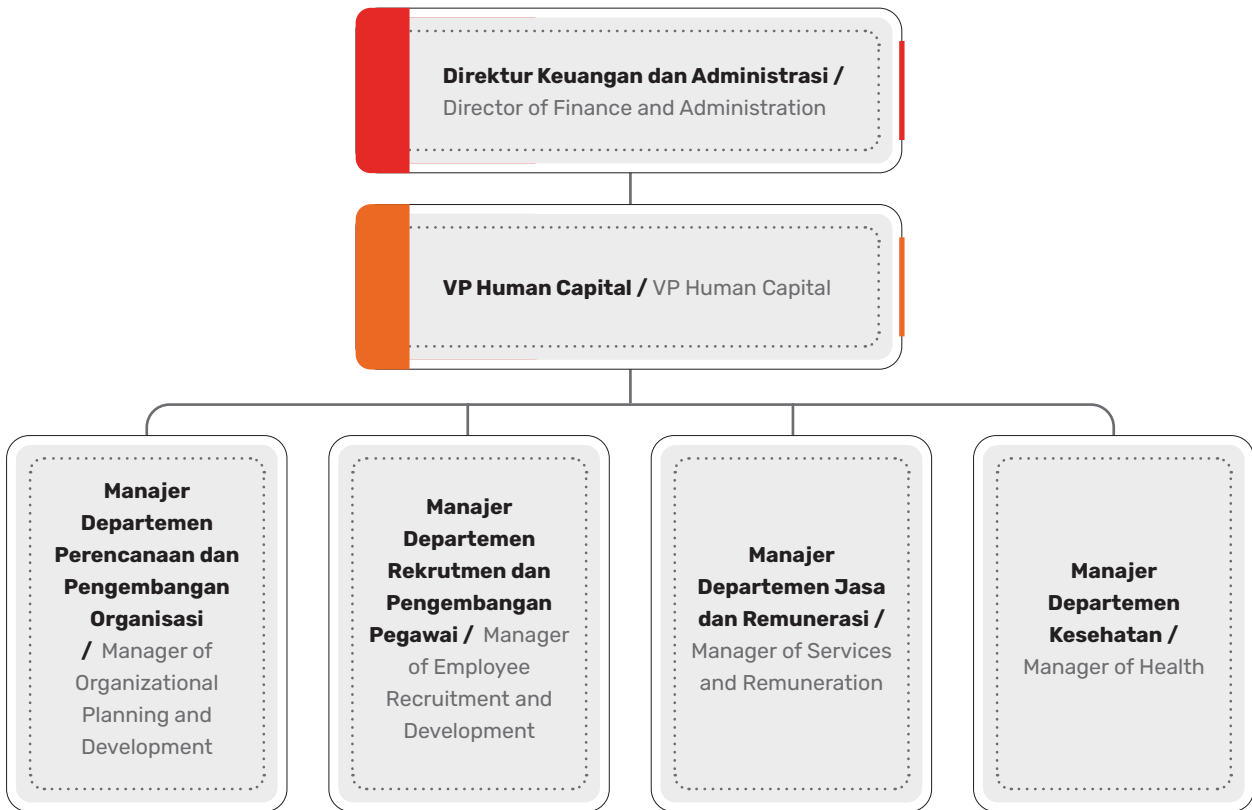
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STRUKTUR PENGELOLA SDM

Struktur pengelolaan SDM KAI Commuter ditetapkan berdasarkan Peraturan Direksi Nomor 010/KCI/PER-DIR/X/2020 tanggal 19 Oktober 2020.

HC MANAGEMENT STRUCTURE

The KAI Commuter HC management structure is determined based on the Board of Directors Regulation Number 010/KCI/PER-DIR/X/2020 dated October 19, 2020



Human Capital Vice President mempunyai tugas dan tanggung jawab:

- mengarahkan dan mengontrol proses penyusunan RKAP SDM berikut dengan implementasi dan evaluasinya;
- mengarahkan dan mengontrol proses penyusunan kebijakan bisnis proses dan *Human Capital* (HC) *roadmap* berikut dengan implementasi dan evaluasinya;
- mengarahkan dan mengontrol proses penyusunan kebijakan *Man Power Planning* (MPP) berikut dengan implementasi dan evaluasi;

Human Capital Vice President has the following duties and responsibilities:

- directing and controlling the process of preparing the HC RKAP along with its implementation and evaluation;
- directing and controlling the process of formulating business process policies and the Human Capital (HC) *roadmap* along with its implementation and evaluation;
- directing and controlling the Man Power Planning (MPP) policy formulation process along with its implementation and evaluation;

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| <p>d. mengarahkan dan mengontrol perencanaan pengembangan organisasi yang sesuai dengan proses bisnis Perusahaan;</p> <p>e. Mengarahkan dan mengontrol Perencanaan pengembangan pegawai yang dapat menunjang visi dan misi Perusahaan;</p> <p>f. mengarahkan dan mengontrol perencanaan rekrutmen, <i>placement</i>, dan pemantauan <i>outsourcing</i> yang dapat menghasilkan SDM berkualitas dan kompeten;</p> <p>g. mengarahkan dan mengontrol perencanaan hubungan industrial yang sesuai dengan peraturan ketenagakerjaan;</p> <p>h. mengarahkan dan mengontrol perencanaan administrasi kepegawaian yang sesuai kaidah pengadministrasian;</p> <p>i. mengarahkan dan mengontrol perencanaan pengembangan aplikasi SDM yang dapat menunjang sistem informasi manajemen dan pegawai;</p> <p>j. mengarahkan dan mengontrol perencanaan pengelolaan <i>compensation and benefit</i> sesuai dengan peraturan;</p> <p>k. mengarahkan dan mengontrol perencanaan <i>HC Policy</i> yang sesuai dengan peraturan ketenagakerjaan;</p> <p>l. mengarahkan dan mengontrol pengelolaan kepuasan pegawai;</p> <p>m. mengarahkan dan mengontrol pengelolaan jaminan kesehatan penumpang;</p> <p>n. mengarahkan dan mengontrol pengelolaan jaminan kesehatan pegawai yang sesuai dengan kebijakan perusahaan dan peraturan perundang-undangan; dan</p> <p>o. mengintegrasikan dan mengkoordinasikan seluruh organisasi di bawah tanggung jawabnya.</p> | <p>d. directing and controlling organizational development planning in accordance with the Company's business processes;</p> <p>e. directing and controlling employee development planning that can support the Company's vision and mission;</p> <p>f. directing and controlling recruitment planning, placement, and outsourcing monitoring that can produce qualified and competent human capital;</p> <p>g. directing and controlling industrial relations planning in accordance with labor regulations;</p> <p>h. directing and controlling the planning of personnel administration in accordance with the rules of administration;</p> <p>i. directing and controlling the planning of HC application development that can support management and employee information systems;</p> <p>j. directing and controlling compensation and benefit management planning in accordance with regulations;</p> <p>k. directing and controlling the planning of HC Policy in accordance with labor regulations;</p> <p>l. directing and controlling the management of employee satisfaction;</p> <p>m. directing and controlling the management of passenger health insurance;</p> <p>n. directing and controlling the management of employee health insurance in accordance with company policies and laws and regulations; and</p> <p>o. integrating and coordinating the entire organization under its responsibility.</p> |
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Organization Planning and Development Manager mempunyai tugas dan tanggungjawab:

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| <p>a. mengontrol dan me-<i>review</i> proses penyusunan proses bisnis organisasi, data analisis dan laporan evaluasi profil risiko yang meliputi data <i>likelihood</i>, <i>severity</i> dan mitigasi;</p> | <p><i>Organization Planning and Development Manager</i> has the following duties and responsibilities:</p> <p>a. controlling and reviewing the process of preparing organizational business process, data analysis and evaluation reports of risk profiles which include data on likelihood, severity and mitigation;</p> |
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| <ul style="list-style-type: none"> b. mengontrol dan me-<i>review</i> proses penyusunan data kajian, program implementasi dan laporan evaluasi <i>Business Process Model</i> (BPM) yang meliputi proses bisnis level 1 (satu) Perusahaan; c. mengontrol dan me-<i>review</i> proses penyusunan data kajian, program sosialisasi, dan evaluasi HC <i>road map</i> yang meliputi dokumen hasil kajian dan <i>draft HC road map</i>; d. mengontrol dan me-<i>review</i> proses penyusunan data pendukung, laporan monitoring dan hasil <i>review</i> MPP yang meliputi hasil <i>review</i> Struktur Organisasi (SO), <i>draft</i> MPP data pergerakan pegawai; e. mengontrol dan me-<i>review</i> proses penyusunan data kajian, laporan realisasi dan evaluasi formasi ideal yang meliputi hasil kajian Visi, Misi, dan <i>Values</i> (VMV), proses bisnis, dan SO; f. mengontrol dan me-<i>review</i> proses penyusunan data pendukung, implementasi dan evaluasi hasil kajian analisis beban kerja; g. mengontrol dan me-<i>review</i> proses penyusunan dokumen pendukung, <i>review</i> dan evaluasi peraturan SO baru yang meliputi <i>draft</i> peraturan SO baru; h. mengontrol dan me-<i>review</i> proses penyusunan data pendukung <i>Job Profile</i> (JP), <i>draft</i> JP baru, dan evaluasi JP; dan i. mengontrol dan me-<i>review</i> proses penyusunan <i>draft</i> dokumen HC <i>Policy</i> yang meliputi <i>planning</i>, <i>acquiring</i>, <i>development</i>, <i>maintaining</i>, dan <i>retaining policy</i>. | <ul style="list-style-type: none"> b. controlling and reviewing the process of compiling study data, implementation programs and evaluation reports of the Business Process Model (BPM) which includes the Company's level 1 (one) business processes; c. controlling and reviewing the process of compiling study data, outreach programs, and evaluating the HC road map which includes the study results document and a draft HC road map; d. controlling and reviewing the process of compiling supporting data, monitoring reports and MPP review results which include the results of the Organizational Structure (SO) review, draft MPP employee movement data; e. controlling and reviewing the process of compiling study data, realization reports and evaluation of ideal formations which include the results of the study of Vision, Mission and Values (VMV), business processes, and SO; f. controlling and reviewing the process of compiling supporting data, implementing and evaluating the results of the workload analysis study; g. controlling and reviewing the process of preparing supporting documents, reviewing and evaluating new SO regulations which include drafts of new SO regulations; h. controlling and reviewing the process of compiling supporting data for Job Profile (JP), new draft JP, and evaluation of JP; and i. controlling and reviewing the process of drafting the HC Policy document which includes planning, acquiring, developing, maintaining, and retaining policy. |
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Recruitment and Employee Development Manager mempunyai tugas dan tanggungjawab:

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| <ul style="list-style-type: none"> a. mengontrol dan me-<i>review</i> proses penyusunan dokumen kebutuhan, penyerapan dan evaluasi RKAP pelatihan, pengembangan pegawai, dan data kebutuhan rekrutmen yang meliputi data biaya pelatihan, karir, kompetensi, dan rekrutmen; | <p><i>Recruitment and Employee Development Manager</i> has the following duties and responsibilities:</p> <ul style="list-style-type: none"> a. controlling and reviewing the process of preparing requirements documents, absorption and evaluation of training RKAP, employee development, and data on recruitment needs which includes data on training, career, competence, and recruitment costs; |
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- b. mengontrol dan me-*review* proses penyusunan data pendukung, dokumen program pelatihan dan laporan evaluasi yang meliputi, rencana pelatihan, *review Training Need Analysis* (TNA), katalog pelatihan; dan dokumen program pelatihan;
 - c. mengontrol dan me-*review* proses penyusunan data pengelompokan, dokumen pengukuran, dan evaluasi pengukuran kompetensi pegawai (*hard* dan *soft*) yang meliputi pengelompokan kompetensi dan kompetensi individu;
 - d. mengontrol dan me-*review* proses penyusunan data, dokumen pendukung, dan evaluasi pengembangan karir yang meliputi program rotasi, promosi, mutasi, dan sistem jalur karir;
 - e. mengontrol dan me-*review* proses penyusunan dokumen pendukung sistem magang yang meliputi *Standard Operating Procedure* (SOP), kebutuhan peserta, dan pendukung kegiatan;
 - f. mengontrol dan me-*review* proses penyusunan data pendukung dan program *talent* yang meliputi mekanisme pemilihan *talent*, penetapan kriteria dan peraturan komite;
 - g. mengontrol dan me-*review* proses penyusunan dokumen pendukung sistem suksesi yang meliputi mekanisme penetapan dan kriteria dan program pengembangan suksesor yang diselaraskan dengan target dan tujuan Perusahaan;
 - h. mengontrol dan me-*review* proses penyusunan dokumen pendukung implementasi dan evaluasi program rekrut, *placement and induction*, dan dokumen pendukung program pemantauan *outsourcing*;
 - i. mengontrol dan me-*review* proses penyusunan data pendukung implementasi dan evaluasi *Key Performance Indicator* (KPI) dan sistem aplikasi KPI;
 - j. mengontrol dan me-*review* pengumpulan data dan dokumen yang meliputi *Key Result Area* (KRA) unit kerja, KPI, dan jabatan; dan
 - k. mengontrol dan me-*review* proses penyusunan dan pelaksanaan penilaian kinerja pegawai meliputi penilaian *soft competency*, penilaian akhir kinerja, dan evaluasi pelaksanaan sistem penilaian kinerja pegawai.
- b. controlling and reviewing the process of compiling supporting data, training program documents and evaluation reports which include, training plans, Training Need Analysis (TNA) reviews, training catalogs; and training program documents;
 - c. controlling and reviewing the process of compiling grouping data, measurement documents, and evaluating employee competency measurements (hard and soft) which includes grouping of individual competencies and competencies;
 - d. controlling and reviewing the process of compiling data, supporting documents, and evaluating career development which includes rotation programs, promotions, transfers, and career path systems;
 - e. controlling and reviewing the process of preparing documents supporting the apprenticeship system which includes Standard Operating Procedures (SOP), participant needs, and supporting activities;
 - f. controlling and reviewing the process of compiling supporting data and talent programs which include the talent selection mechanism, setting criteria and committee regulations;
 - g. controlling and reviewing the process of preparing the succession system supporting documents which include the determination mechanism and criteria and successor development programs that are aligned with the Company's targets and objectives;
 - h. controlling and reviewing the process of preparing supporting documents for the implementation and evaluation of recruitment, placement and induction programs, and supporting documents for monitoring outsourcing programs;
 - i. controlling and reviewing the process of compiling data supporting the implementation and evaluation of Key Performance Indicators (KPIs) and KPI application system;
 - j. controlling and reviewing the process of compiling data and documents such as Key Result Area (KRA) of work units, KPI, and position; and
 - k. controlling and reviewing the process of preparing and implementing the employee performance assessment including soft competency, final performance assessment, and evaluation to the implementation of employee assessment system.

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Service and Remuneration Manager mempunyai tugas dan tanggungjawab:

- a. mengontrol dan me-*review* proses penyusunan *draft* RKAP biaya pegawai, meliputi dokumen penyerapan dan laporan evaluasi atas komponen biaya pegawai yang meliputi komponen Upah Pokok Tunjangan Tetap (UPTT), Tunjangan Tidak Tetap (TTT), pajak, dan asuransi;
- b. mengontrol dan me-*review* proses penyusunan data, dokumen pendukung, dan program Peraturan Perusahaan (PP) yang meliputi *draft* PP, jadwal penyusunan, dan referensi pendukung;
- c. mengontrol dan me-*review* proses penyusunan data, dokumen pendukung, dan laporan evaluasi program kelembagaan dan organisasi, dan hubungan industrial yang meliputi SOP, peraturan/regulasi, dan peraturan pendukung lainnya;
- d. mengontrol dan me-*review* proses penyusunan data, dokumen dukung dan evaluasi survei kepuasan pegawai yang meliputi dokumen pengadaan konsultan dan jadwal pelaksanaan;
- e. mengontrol dan me-*review* proses penyusunan data, dokumen pendukung program administrasi kepegawaian yang meliputi dokumen data pegawai, mutasi, promosi, demosi, cuti, kenaikan pangkat dan jabatan, pensiun, dan perjalanan dinas;
- f. mengontrol dan me-*review* proses penyusunan data, dokumen pendukung program *helpdesk* kepegawaian yang meliputi dokumen presensi, cuti, dan pelaporan data pegawai;
- g. mengontrol dan me-*review* proses penyusunan data, dokumen pendukung program *Human Resources Information System* (HRIS) yang meliputi dokumen *Systems Applications and Products* (SAP), aplikasi e-office, dan aplikasi pendukung lainnya; dan

Service and Remuneration Manager has the following duties and responsibilities:

- a. controlling and reviewing the process of preparing the draft RKAP for employee costs, including absorption documents and evaluation reports on the components of employee costs which include the components of Basic Wage, Fixed Allowances (UPTT), Non-Fixed Allowances (TTT), taxes, and insurance;
- b. controlling and reviewing the process of compiling data, supporting documents, and the Company Regulation (PP) program which includes the draft PP, schedule for preparation, and supporting references;
- c. controlling and reviewing the process of compiling data, supporting documents, and evaluation reports on institutional and organizational programs, and industrial relations which include SOPs, regulations/regulations, and other supporting regulations;
- d. controlling and reviewing the process of compiling data, supporting documents and evaluating employee satisfaction surveys which include consultant procurement documents and implementation schedules;
- e. controlling and reviewing the process of compiling data, supporting documents for personnel administration programs which include employee data documents, transfers, promotions, demotions, leave, promotions and positions, pensions, and official trips;
- f. controlling and reviewing the data preparation process, supporting documents for the staffing helpdesk program which includes attendance documents, leave, and employee data reporting;
- g. controlling and reviewing the process of data preparation, supporting documents for the Human Resources Information System (HCIS) program which includes Systems Applications and Products (SAP) documents, e-office applications, and other supporting applications; and

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h. mengontrol dan me-*review* proses penyusunan data dokumen realisasi dan evaluasi remunerasi, pajak, dan dokumen pendukung *benefit* yang meliputi pengelolaan *payroll*, *benefit*, pasca kerja, asuransi, pajak, dan data peserta jaminan pelayanan kesehatan pegawai.

h. controlling and reviewing the process of compiling data on the realization and evaluation of remuneration, taxes, and benefits supporting documents which include payroll, benefits, post-employment management, insurance, taxes, and employee health service insurance participant data.

Health Manager mempunyai tugas dan tanggung jawab:

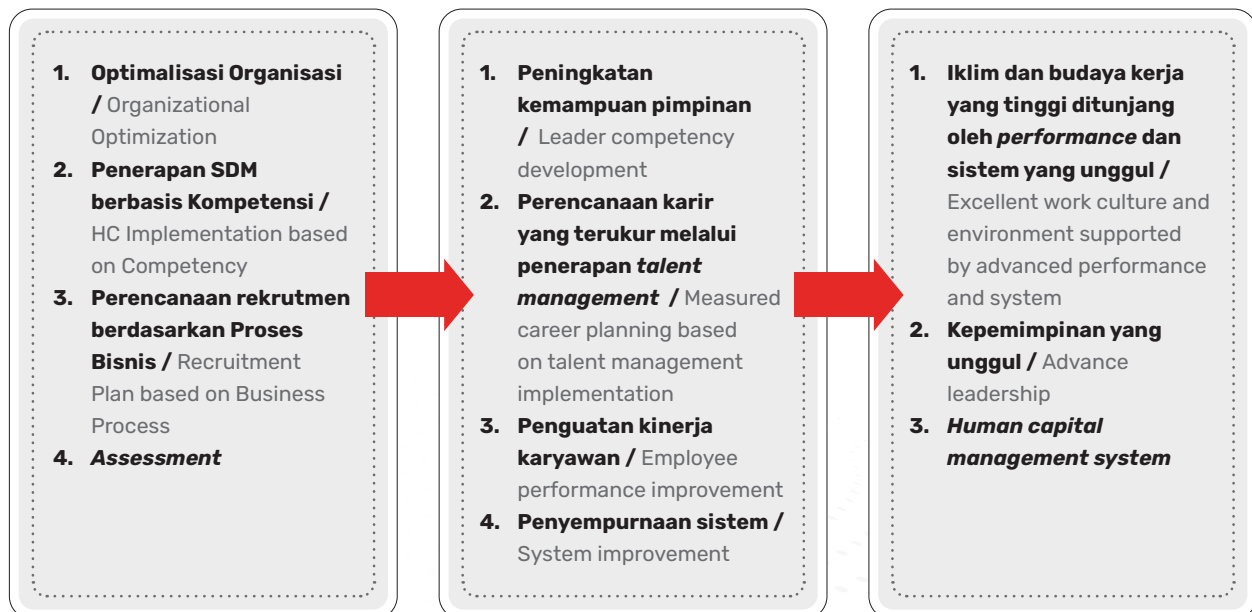
Health Manager has the following duties and responsibilities:

- mengontrol dan me-*review* penyusunan RKAP Kesehatan;
- mengontrol dan me-*review* pengelolaan dan evaluasi program penunjang kesehatan penumpang;
- mengontrol dan me-*review* pengelolaan dan evaluasi program kesehatan pegawai; dan
- mengontrol dan me-*review* pembinaan dan evaluasi kinerja SDM departemen kesehatan dan fasilitas Pos Kesehatan (Poskes) serta Pos Pemeriksaan Kesehatan (Posrikkes).

- controlling and reviewing the preparation of the Health RKAP;
- controlling and reviewing the management and evaluation of passenger health support programs;
- controlling and reviewing the management and evaluation of employee health programs; and
- controlling and reviewing the development and evaluation of the performance of human capital at the health department and facilities for Health Posts (Poskes) and Health Check Posts (Posrikkes).

ROADMAP SDM

HC ROADMAP



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Berdasarkan *roadmap* yang disusun, pada tahun 2021 Perusahaan berhasil merealisasikan pencapaian sebagai berikut:

- Implementasi *New Business Process* pada seluruh Unit dalam rangka menciptakan organisasi berbasis *Business Process Modelling* (BPM) yang fleksibel, efektif, dan efisien.
- Evaluasi struktur organisasi didasarkan pada proses bisnis ideal yang dilakukan secara berkelanjutan dalam rangka menciptakan struktur organisasi perusahaan yang *agile* dan produktif.
- Perencanaan kebutuhan pegawai didasarkan pada data *full time equivalent* (FTE) yang telah diimplementasikan pada seluruh Unit dalam rangka menghasilkan perencanaan kebutuhan pegawai yang sesuai dengan kebutuhan Perusahaan.
- Kompetensi yang relevan berdasarkan hasil analisa mendalam pada aplikasi *job management tools*
- Talent Mapping dalam rangka menyiapkan sumber daya manusia yang unggul dan kompeten sehingga dapat mendukung ketercapaian target Perusahaan.
- Digitalisasi sistem pelayanan pegawai dalam rangka memberikan kemudahan pegawai dalam hal administrasi kerja.

REKRUTMEN PEGAWAI

A. Dasar Pelaksanaan

- a. Surat Keputusan Direksi PT Kereta Commuter Indonesia No. 009/KCI/DIR-HRD/IV/2019 tanggal 12 April 2019 tentang Pengadaan Pegawai;
- b. Surat Keputusan Direksi PT Kereta Commuter Indonesia No. 022/KCI/DIR-HRD/VII/2019 tanggal 3 Juli 2019 tentang Perubahan dan Tambahan (P dan T) atas Surat Keputusan Direksi No. SK-009/KCI/DIR-HRD/IV/2019 tanggal 12 April 2019 tentang Pengadaan Pegawai;

Based on the roadmap compiled, in 2021 the Company was successful in realizing the following achievements:

- Implementation of New Business Process in all Units in order to create a Business Process Modelling (BPM)-based organization that is flexible, effective, and efficient.
- Evaluation of organizational structure is based on ideal business processes that are carried out on an ongoing basis in order to create an agile and productive company organizational structure.
- Planning for employee needs based on full time equivalent (FTE) data that has been implemented in all units in order to produce planning for employee needs in accordance with the needs of the Company.
- Relevant competencies based on the results of in-depth analysis of job management tools
- Talent Mapping in order to prepare superior and competent human capital so that they can support the achievement of the Company's targets.
- Digitization of the employee service system in order to provide convenience for employees in terms of work administration.

EMPLOYEE RECRUITMENT

A. Implementation Basis

- a. Decree of the Board of Directors of PT Kereta Commuter Indonesia No. 009/KCI/DIR-HCD/IV/2019 dated April 12, 2019 regarding Employee Procurement;
- b. Decree of the Board of Directors of PT Kereta Commuter Indonesia No. 022/KCI/DIR-HCD/VII/2019 dated July 3, 2019 concerning Amendments and Supplements (P and T) to the Decree of the Board of Directors No. SK-009/KCI/DIR-HCD/IV/2019 dated April 12, 2019 regarding Employee Procurement;

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- c. Surat Keputusan Direksi PT Kereta Commuter Indonesia No. 023/KCI/DIR-HRD/VII/2019 tanggal 5 Juli 2019 tentang Perubahan dan Tambahan (P dan T) atas Surat Keputusan Direksi No. SK-009/KCI/DIR-HRD/IV/2019 tanggal 12 April 2019 tentang Pengadaan Pegawai;
- d. Surat Keputusan Direksi PT Kereta Api Indonesia Nomor: KEP.U/KP.501/I/1/KA-2016 tanggal 28 Januari 2016 Tentang Pengujian dan Pemeriksaan Kesehatan;
- e. Rencana Kerja Anggaran Perusahaan (RKAP) Tahun 2021 yang terkait dengan pemenuhan Pegawai.
- B. Mekanisme dan Jalur Rekrutmen
- Mekanisme rekrutmen dilakukan melalui sistem *e-recruitment* di mana pelamar harus mendaftarkan akun terlebih dahulu sebelum melakukan pendaftaran lamaran di <https://recruitment.krl.co.id/>. Jalur rekrutmen di Perusahaan berdasarkan Surat Keputusan Direksi sebagaimana dimaksud di atas, dibagi menjadi tiga jalur yaitu:
- Jalur Reguler;
 - Jalur Profesional; dan
 - Jalur khusus yang dibagi menjadi:
 - Rekrutmen yang bersumber dari PKWT Perusahaan;
 - Rekrutmen yang bersumber dari TNI/POLRI; dan
 - Rekrutmen yang bersumber dari ahli waris Pegawai yang wafat dalam Dinas.
- C. Pelaksanaan Rekrutmen
- Rekrutmendilaksanakan dengan mempertimbangkan jumlah dan waktu pemenuhan Pegawai sebagaimana yang tertuang dalam RKAP tahun berjalan. Untuk itu *timeline* setiap program dibuat untuk setiap gelombangnya. Pengumuman lowongan yang berisi informasi tentang posisi, syarat umum/khusus, batas penyampaian lamaran melalui *website* resmi dan jadwal pengumuman hasil seleksi ditayangkan minimal 5 hari sebelum batas penyampaian lamaran. Seleksi rekrutmen dilaksanakan secara sistem gugur melalui tahapan-tahapan sebagai berikut:
- c. Decree of the Board of Directors of PT Kereta Commuter Indonesia No. 023/KCI/DIR-HCD/VII/2019 dated July 5, 2019 concerning Amendments and Supplements (P and T) to the Decree of the Board of Directors No. SK-009/KCI/DIR-HCD/IV/2019 dated April 12, 2019 regarding Employee Procurement;
- d. Decree of the Board of Directors of PT Kereta Api Indonesia Number: KEP.U/KP.501/I/1/KA-2016 dated January 28, 2016 concerning Health Tests and Examinations;
- e. Company Budget Work Plan (RKAP) 2021 related to employee fulfillment.
- B. Recruitment Mechanisms and Pathways
- The recruitment mechanism is carried out through the e-recruitment system where applicants must register an account first before registering an application at <https://recruitment.krl.co.id/>. The recruitment path in the Company based on the Decree of the Board of Directors as referred to above, is divided into three channels, namely:
- Regular Track;
 - Professional Track; and
 - Specific Tracks which are divided into:
 - Recruitment sourced from the Company's Contract Employee;
 - Recruitment sourced from the Indonesian Armed Forces and Police; and
 - Recruitment sourced from the heirs of employees who died in the service.
- C. Recruitment Implementation
- Recruitment is carried out by considering the number and timing of employee fulfillment as stated in the current year's RKAP. For that the timeline of each program is made for each wave. Announcement of vacancies containing information about the position, general/special requirements, application submission limits via the website The official schedule for the announcement of the selection results is displayed at least 5 days before the deadline for submitting applications. Recruitment selection is carried out on a knock-out basis through the following stages:

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- a. Tahap Validasi: pada tahap ini dilakukan validasi data pelamar untuk dipilih sesuai dengan persyaratan yang ditetapkan, kemudian dilakukan *ranking* berdasarkan nilai UN (SMA)/IPK (PT) dan diambil data sejumlah N 7 (kuota formasi dikalikan rasio suksesi rekrutmen tahun sebelumnya).
 - b. Tahap Administrasi: pada tahap ini pelamar yang telah terpilih pada tahap validasi dipanggil untuk diperiksa kesesuaian dokumen persyaratan dan pengukuran *body mass index* (BMI).
 - c. Pengujian Kesehatan: pada tahap ini dilakukan tes kesehatan berdasarkan ketentuan yang diatur dalam SK terkait milik Induk Perusahaan. Tes dilakukan di laboratorium klinik yang terpilih sebagai rekanan. Hasil tes kesehatan harus sesuai dengan kelas kesehatan untuk masing-masing formasi sebagai berikut:
 - a) Kelas I: Untuk Awak Kereta
 - b) Kelas II: Untuk Pegawai pelaksana pemeliharaan sarana dan prasarana
 - c) Kelas III: Untuk Pegawai administrasi
 - d) Kelas IV: Untuk Tenaga Profesional
 - e) Kelas V: Untuk Tenaga managerial
 - d. Psikotest: pada tahap ini psikotest dilakukan oleh lembaga penyedia asesmen yang terpilih berdasarkan hasil pengadaan barang dan atau jasa. Mekanisme tes disesuaikan dengan standar yang berlaku.
 - e. Wawancara: merupakan tahapan terakhir yang menentukan kelulusan pelamar. Wawancara dilakukan oleh unit SDM dan Unit Pengguna.
- D. Laporan Hasil Rekrutmen**
- Hasil rekrutmen dilaporkan kepada Direktur utama dan Direktur yang membawahi SDM sekaligus sebagai permohonan dilakukan tanda tangan kontrak kerja pegawai (PKWT/PKWTT). Kemudian setelah penandatanganan kontrak, laporan disampaikan juga kepada Direktur SDM KAI untuk rekrut Pegawai Jalur Profesional.
- a. Validation stage: at this stage, applicant data validation is carried out to be selected according to the specified requirements, then ranking is carried out based on the UN (SMA)/GPA (PT) scores and data of N 7 (formation quota multiplied by the succession ratio of the previous year's recruitment) is taken.
 - b. Administration Stage: at this stage applicants who have been selected at the validation stage are called to check the suitability of the requirements document and body measurements mass index (BMI).
 - c. Medical Checkup: at this stage a medical test is carried out based on the provisions stipulated in the related decree belonging to the Parent Company. The test was carried out in a clinical laboratory that was selected as a partner. The results of the medical test must correspond to the health class for each formation as follows:
 - a) Class I: For Train Crew
 - b) Class II: For employees implementing the maintenance of facilities and infrastructure
 - c) Class III: For Administrative Officers
 - d) Class IV: For Professionals
 - e) Class V: For Managers
 - d. Psychological test: at this stage the psychological test is carried out by the selected assessment provider based on the results of the procurement of goods and or services. The test mechanism is adjusted to the applicable standards.
 - e. Interview: is the last stage that determines the applicant's graduation. Interviews were conducted by the HC unit and the User Unit.
- D. Recruitment Results Report**
- The results of the recruitment are reported to the President Director and the Director in charge of HC as well as an application for the signature of an employee employment contract (PKWT/PKWTT). Then after signing the contract, a report is also submitted to the HC Director of KAI to recruit Professional Track Employees.

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REKRUTMEN PEGAWAI ORGANIK

ORGANIC EMPLOYEE RECRUITMENT

Berdasarkan Jenis Kelamin

Based on Gender

Jenis Kelamin / Gender	2021	2020
Pria / Male	-	10
Wanita / Female	-	5
Jumlah / Total	-	15

Berdasarkan Direktorat

Based on Directorate

Uraian / Description	2021			2020		
	Pria / Male	Wanita / Female	Jumlah / Total	Pria / Male	Wanita / Female	Jumlah / Total
Direktorat Utama / General Directorate	-	-	-	-	1	1
Direktorat Keuangan / Finance Directorate	-	-	-	-	1	1
Direktorat Teknik / Engineering Directorate	-	-	-	2	-	2
Direktorat Operasi dan Pemasaran / Operational and Marketing Directorate	-	-	-	8	3	11
Jumlah / Total			-			15

Berdasarkan Tingkat Pendidikan

Based on Education Level

Uraian / Description	2021			2020		
	Pria / Male	Wanita / Female	Jumlah / Total	Pria / Male	Wanita / Female	Jumlah / Total
SD / Elementary School	-	-	-	1	-	1
SMP / Middle School	-	-	-	-	-	-
SMA / High School	-	-	-	6	4	10
Diploma / Associate Degree	-	-	-	-	-	-
Sarjana / Bachelors	-	-	-	3	1	4
Magister / Masters	-	-	-	-	-	-
Jumlah / Total			-			15

REKRUTMEN PEGAWAI NON ORGANIK

ORGANIC EMPLOYEE RECRUITMENT

Berdasarkan Jenis Kelamin

Based on Gender

Jenis Kelamin / Gender	2021	2020
Pria / Male	1	6
Wanita / Female	1	6
Jumlah / Total	2	12

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Berdasarkan Direktorat

Based on Directorate

Uraian / Description	2021			2020		
	Pria / Male	Wanita / Female	Jumlah / Total	Pria / Male	Wanita / Female	Jumlah / Total
Direktorat Utama / General Directorate	1	1	2	5	6	11
Direktorat Keuangan / Finance Directorate	-	-	-	-	-	-
Direktorat Teknik / Engineering Directorate	-	-	-	-	-	-
Direktorat Operasi dan Pemasaran / Operational and Marketing Directorate	-	-	-	1	-	1
Jumlah / Total			2			12

Berdasarkan Tingkat Pendidikan

Based on Education Level

Uraian / Description	2021			2020		
	Pria / Male	Wanita / Female	Jumlah / Total	Pria / Male	Wanita / Female	Jumlah / Total
SD / Elementary School	-	-	-	-	-	-
SMP / Middle School	-	-	-	1	-	1
SMA / High School	1	1	2	-	-	-
Diploma / Associate Degree	-	-	-	5	6	11
Sarjana / Bachelors	-	-	-	-	-	-
Magister / Masters	-	-	-	-	-	-
Jumlah / Total			2			12

PROFIL SDM

Pada tahun 2021, Perusahaan memiliki jumlah pegawai sebanyak 2.580 orang. Mengalami kenaikan sebesar 0,55% dibanding tahun sebelumnya sebanyak 2.566 orang. Berikut rincian komposisi pegawai Perusahaan selama tahun 2021.

HC PROFILE

In 2021, the Company has a total of 2,580 employees, an increase of 0.55% compared to the previous year at 2,566 employees. The following are the details of the composition of the Company's employees for 2021.

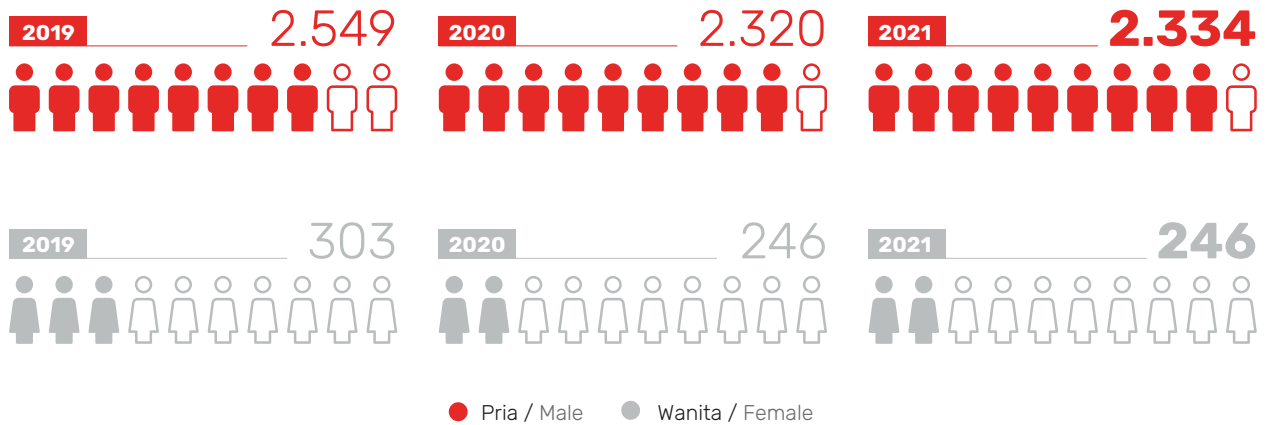
Komposisi Pegawai Berdasarkan Jenis Kelamin

Employee Composition by Gender

Uraian / Description	2021	2020	2019
Pria / Male	2.334	2.320	2.549
Wanita / Female	246	246	303
Jumlah / Total	2.580	2.566	2.852

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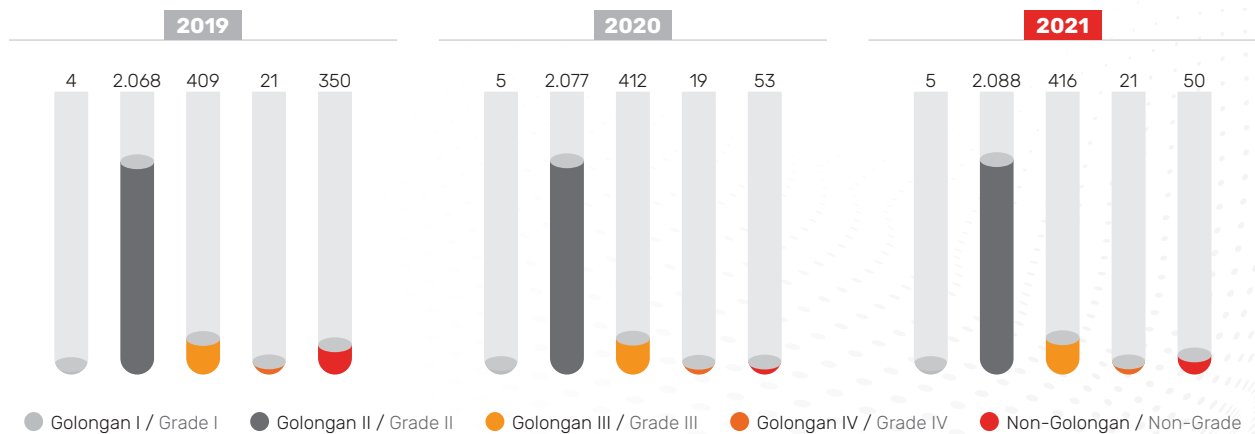
Human Capital



Komposisi Pegawai Berdasarkan Golongan

Employee Composition by Grade

Uraian / Description	2021			2020			2019		
	Kebutuhan / Demand	Realisasi / Realization	Persentase / Percentage	Kebutuhan / Demand	Realisasi / Realization	Persentase / Percentage	Kebutuhan / Demand	Realisasi / Realization	Persentase / Percentage
Golongan I / Grade I	5	5	100%	4	5	125%	4	4	100%
Golongan II / Grade II	2.278	2.088	92%	2.091	2.077	99%	2.235	2.068	93%
Golongan III / Grade III	437	416	95%	415	412	99%	549	409	74%
Golongan IV / Grade IV	19	21	111%	18	19	105%	8	21	263%
Non- Golongan / Non-Grade	28	50	179%	45	53	118%	159	350	220%
Jumlah / Total	2.767	2.580	93%	2.573	2.566	99,7%	2.955	2.852	97%



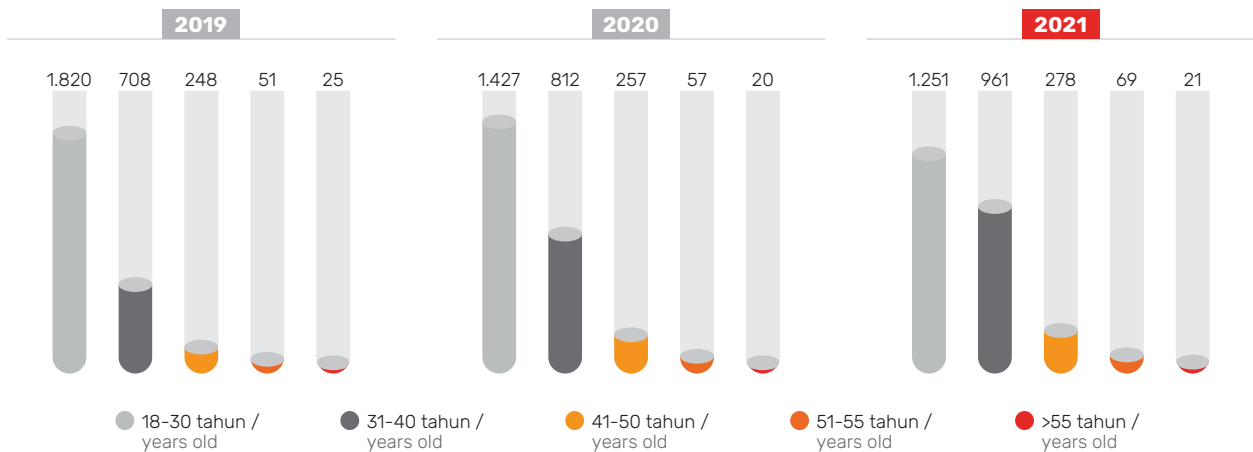
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Human Capital

Komposisi Pegawai Berdasarkan Usia

Employee Composition by Age

Uraian / Description	2021			2020			2019		
	Kebutuhan / Demand	Realisasi / Realization	Persentase / Percentage	Kebutuhan / Demand	Realisasi / Realization	Persentase / Percentage	Kebutuhan / Demand	Realisasi / Realization	Persentase / Percentage
18-30 tahun / years old	1.370	1.251	91%	1.427	1.427	100%	2.032	1.820	90%
31-40 tahun / years old	1.023	961	94%	812	809	99,6%	633	708	112%
41-50 tahun / years old	291	278	96%	257	254	99%	230	248	108%
51-55 tahun / years old	68	69	101%	57	58	102%	43	51	119%
>55 tahun / years old	15	21	140%	20	18	90%	17	25	147%
Jumlah / Total	2.767	2.580	93%	2.573	2.566	99,7%	2.955	2.852	97%

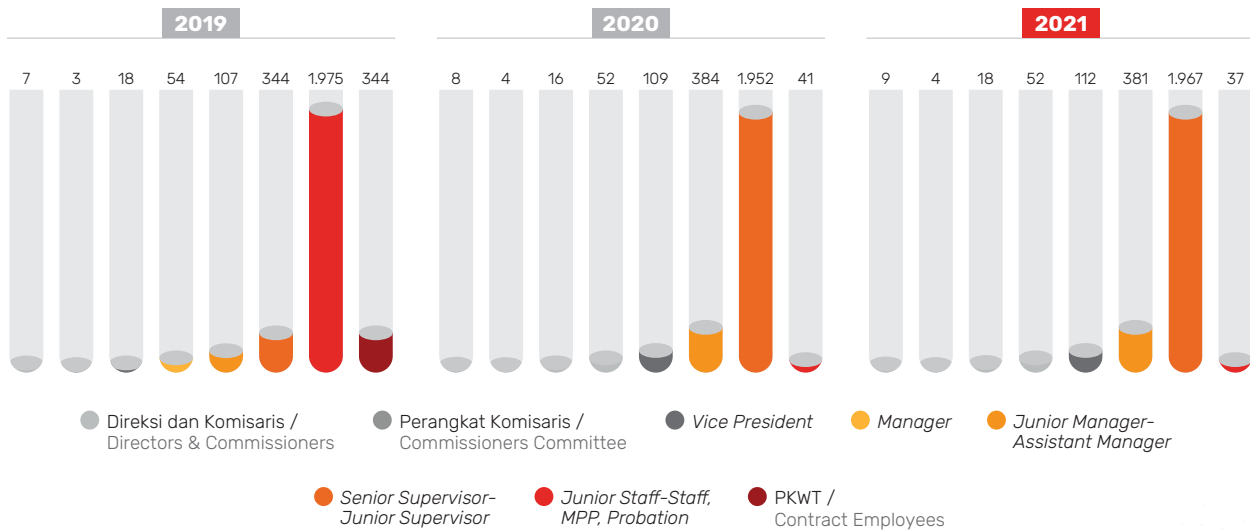


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Human Capital

Komposisi Pegawai Berdasarkan Jenjang Jabatan Employee Composition by Position Level

Uraian / Description	2021	2020	2019
Direksi dan Komisaris / Directors & Commissioners	9	8	7
Perangkat Komisaris / Commissioners Committee	4	4	3
Vice President	18	16	18
Manager	52	52	54
Junior Manager-Assistant Manager	112	109	107
Senior Supervisor-Junior Supervisor	381	384	344
Junior Staff-Staff, MPP, Probation	1.967	1.952	1.975
PKWT / Contract Employees	37	41	344
Jumlah / Total	2.580	2.566	2.852



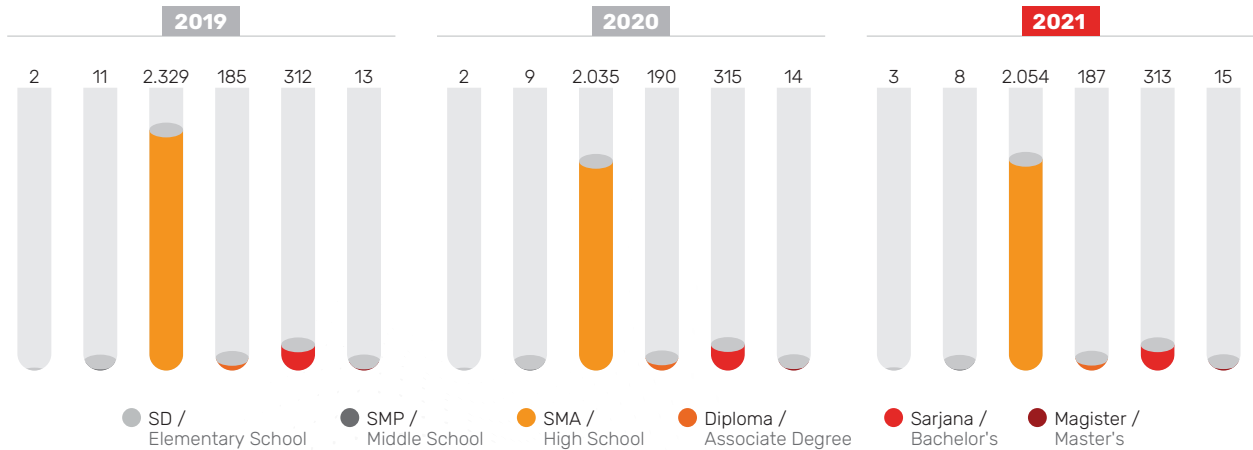
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Komposisi Pegawai Berdasarkan Jenjang Pendidikan

Employee Composition by Education Level

Uraian / Description	2021			2020			2019		
	Kebutuhan / Demand	Realisasi / Realization	Persentase / Percentage	Kebutuhan / Demand	Realisasi / Realization	Persentase / Percentage	Kebutuhan / Demand	Realisasi / Realization	Persentase / Percentage
SD / Elementary School	3	3	100%	2	3	150%	2	2	100%
SMP / Middle School	7	8	114%	9	9	100%	15	11	73%
SMA / High School	2.200	2.054	93%	2.045	2.035	99%	2.225	2.329	105%
Diploma / Associate Degree	193	187	97%	188	190	101%	225	185	73%
Sarjana / Bachelor's	347	313	90%	317	315	99%	441	312	71%
Magister / Master's	17	15	88%	12	14	117%	17	13	76%
Jumlah / Total	2.767	2.580	93%	2.573	2.566	99,7%	2.955	2.852	97%



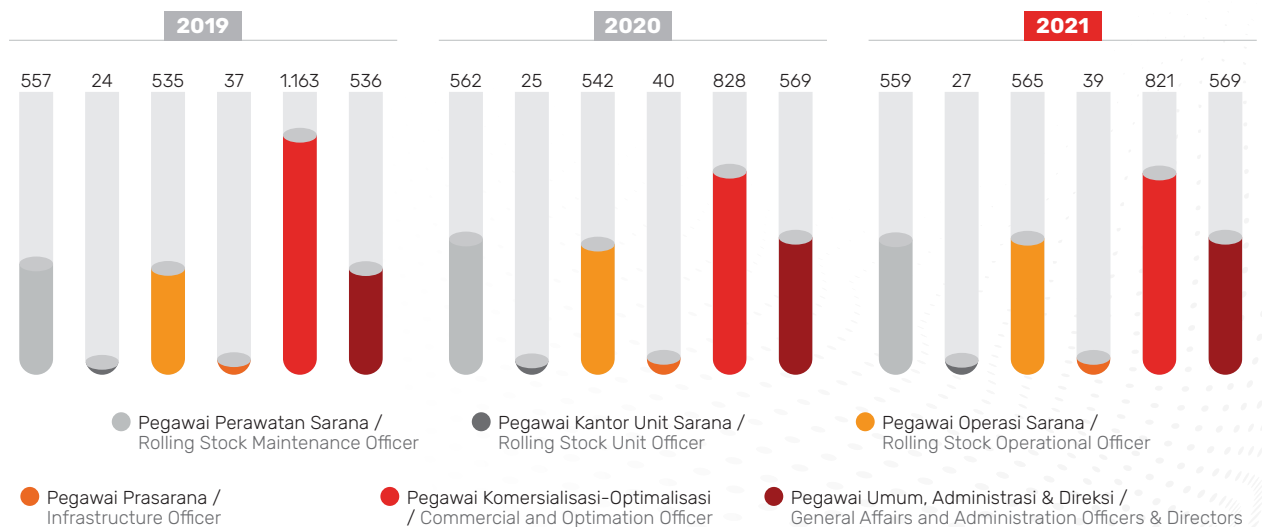
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Human Capital

Komposisi Pegawai Berdasarkan Fungsi

Employee Composition by Function

Uraian / Description	2021			2020			2019		
	Kebutuhan / Demand	Realisasi / Realization	Persentase / Percentage	Kebutuhan / Demand	Realisasi / Realization	Persentase / Percentage	Kebutuhan / Demand	Realisasi / Realization	Persentase / Percentage
Pegawai Perawatan Sarana / Rolling Stock Maintenance Officer	574	559	97%	563	562	99,8%	624	557	89%
Pegawai Kantor Unit Sarana / Rolling Stock Unit Officer	25	27	108%	25	25	100%	20	24	120%
Pegawai Operasi Sarana / Rolling Stock Operational Officer	651	565	87%	533	542	102%	471	535	114%
Pegawai Prasarana / Infrastructure Officer	42	39	93%	42	40	95%	42	37	88%
Pegawai Komersialisasi-Optimalisasi / Commercial and Optimation Officer	894	821	92%	886	828	93%	1.230	1.163	95%
Pegawai Umum, Administrasi & Direksi / General Affairs and Administration Officers & Directors	581	569	98%	524	569	108%	568	536	94%
Jumlah / Total	2.767	2.580	93%	2.573	2.566	99,7%	2.955	2.852	97%



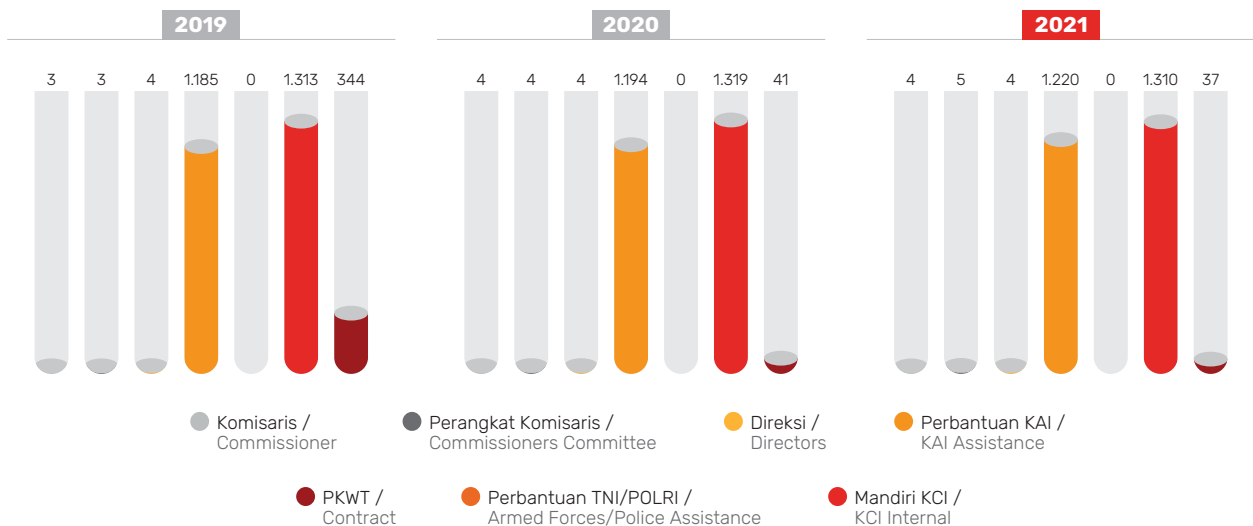
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Human Capital

Komposisi Pegawai Berdasarkan Status Kepegawaian

Employee Composition by Employment Status

Uraian / Description	2021	2020	2019
Komisaris / Commissioner	4	4	3
Perangkat Komisaris / Commissioners Committee	5	4	3
Direksi / Directors	4	4	4
Perbantuan KAI / KAI Assistance	1.220	1.194	1.185
Perbantuan TNI/POLRI / Armed Forces/Police Assistance	-	-	-
Mandiri KCI / KCI Internal	1.310	1.319	1.313
PKWT / Contract	37	41	344
Jumlah / Total	2.580	2.566	2.852



TINGKAT PERPUTARAN PEGAWAI

Selama tahun 2021, tingkat perputaran pegawai Perseroan adalah 0,86% terdiri dari 22 orang mengundurkan diri, habis kontrak, diberhentikan hormat & tidak hormat.

EMPLOYEE TURNOVER RATE

During 2021, the Company's employee turnover rate is 0.86% consisting of 22 employees who resigned, completed their contracts, were honorably and not dishonorably dismissed.

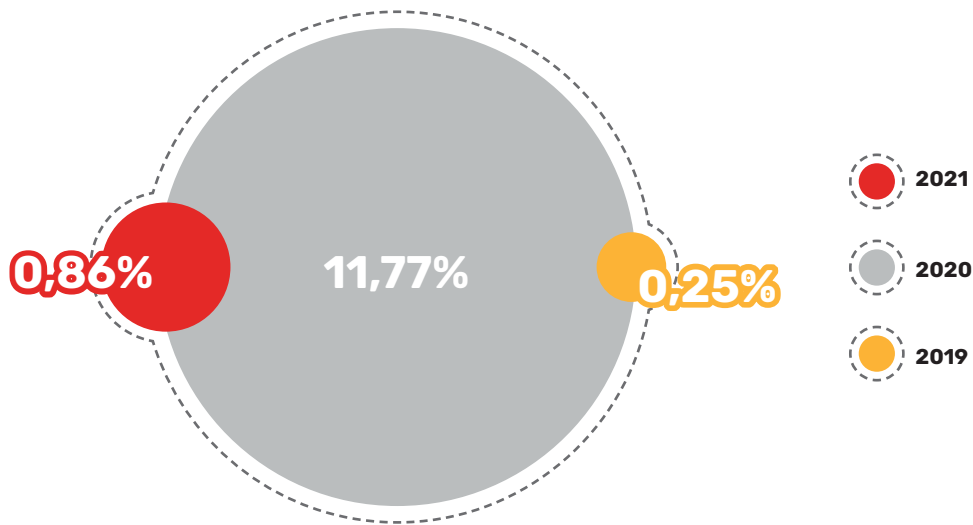
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Total Turnover

2021	0,86%
2020	11,77%
2019	0,25%

Total Turnover



Alasan Berhenti / Resignation Reason	2021	2020
Atas Permintaan Sendiri / Self Request	1	8
Berhenti Dengan Hormat / Honorable Resignation	7	6
Berhenti Tidak Dengan Hormat / Dishonorable Resignation	-	13
Selesai Kontrak / Contract Expiration	13	721
Pemutusan Hubungan Kerja / Termination	1	1
Jumlah / Total	22	749

PENGEMBANGAN KOMPETENSI

Total Pelatihan selama 2021 adalah sebanyak 178 kegiatan, naik 249,02% dibanding dengan tahun sebelumnya yakni sebanyak 51 kegiatan. Hal ini dikarenakan penyesuaian pelaksanaan pelatihan terhadap kegiatan operasional dan prioritas program Perseroan. Jumlah peserta pelatihan tahun 2021 sebanyak 2014 orang, naik 113,35% dari tahun sebelumnya yakni sebanyak 944 orang dengan rincian pelatihan dan biaya sebagai berikut:

COMPETENCY DEVELOPMENT

Total trainings participated in 2021 were 178 activities, an increase of 249.02% compared to the previous year, which was 51 activities. This is due to the adjustment of the training implementation to the Company's operational activities and program priorities. The number of training participants in 2021 was 2014 people, an increase of 113.35% from the previous year which was 944 people with the details of the training and costs as follows:

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Biaya Pengembangan Kompetensi

Cost of Competency Development

No.	Uraian / Description	Tahun 2021 / In 2021		
		Anggaran / Budget	Realisasi / Realization	Capaian / Achievement
1.	Beban Umum & Administrasi-Biaya Pendidikan / General & Administrative Expenses-Education Costs	3.715.304.882	3.104.697.148	83,57%
2.	Beban Umum & Administrasi-Biaya Litbang / General & Administrative Expenses-R&D Costs	1.118.662.416	1.074.623.916	96,06%
Jumlah / Total		4.833.967.298	4.179.321.064	86,46%

Rincian Kegiatan Pengembangan Kompetensi

Details of Competency Development Activities

No	Nama Pelatihan / Training Name	Jumlah Peserta / Total Participants	Tanggal Pelatihan / Training Date	Penyelenggaraan Pelatihan / Training Organizer
Triwulan I / Quarter 1				
1	Operational Leadership Development Program (OLDP)	2	20 Januari 2021 / January 20, 2021	IPMI (International Business School) / PT KAI (Persero)
2	Seminar the 7th Indonesia HC Director Summit Tahun 2021 / The 7th Indonesia HC Director Summit in 2021	1	Februari 21 / February 21	PT KAI (Persero)
3	IMD-FEB Digital Transformation Program	6	19 November 2020 - 22 Januari 2021 / November 19, 2020 - January 22, 2021	International Institute for Management Development (IMD) Switzerland & Forum Ekselen BUMN
4	Pendampingan Refreshment Proses Bisnis / Business Process Refreshment Guidance	6	12,19, 21, 27 Januari 2021 / January 12, 19, 21, 27, 2021	PT KCI
5	Training Online "Maintenance of 7000 Series"	46	26 - 27 Januari 2021 / January 26 - 27, 2021	Tokyo Metro
6	Webinar "Claim Risk Management : Mengidentifikasi dan Mencegah Kerugian Perusahaan Asuransi Akibat Kejahatan dan Mafia Asuransi, serta Meminimalkan Kerugian Akibat Klaim yang tidak benar" / Webinar "Claim risk Management : Identifying and Preventing Insurance Company Losses Due to Crime and Insurance Mafia, and Minimizing Losses Due to Untrue Claims"	3	28 Januari 2021 / January 28, 2021	IRMAPA
7	Marketing Strategy Myopia: What the marketers do not realize	2	4 Februari 2021 / February 4, 2021	Mercu Buana Center
8	Training Ahli K3 Umum Sertifikasi Kemnaker RI / General OHS Expert Training for RI Ministry of Manpower Certification	1	15 - 27 Februari 2021 / February 15 - 27, 2021	Pithagoras
9	Pelatihan Aplikasi PPh 21 Tahun 2021 / Training on the Application of Income Tax 21 of 2021	1	26 Februari 2021 / February 26, 2021	Formasi Lembaga Manajemen / Management Agency Formation

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No	Nama Pelatihan / Training Name	Jumlah Peserta / Total Participants	Tanggal Pelatihan / Training Date	Penyelenggaraan Pelatihan / Training Organizer
10	Public Education Program "Revising Fundamental Marketing in Crisis"	4	18 Februari 2021 / February 18, 2021	Markplus Institute
11	Pendampingan Refreshment Proses Bisnis setelah Perubahan Organisasi / Business Process Refreshment Assistance after Organizational Change	5	3, 8, 17, 24 Februari 2021 / February 3, 8, 17, 24, 2021	KAI Commuter
12	Sertifikasi Uji Kompetensi Awak Sarana Perkeretaapian Angkatan I / Certification of Competency Test for Train Facilities Crew of Batch I	32	24 - 25 Februari 2021 / February 24 - 25, 2021	DITJEN KA / General Directorate of Railway
13	Workshop Sosialisasi UU RI No 11 Tahun 2020 tentang Cipta Kerja serta Implikasinya untuk PP & PKB secara Elektronik (E-PP & E-PKB) yang terintegrasi dengan Sistem Informasi Ketenagakerjaan / Workshop on Socialization of Indonesian Law No. 11 of 2020 concerning Job Creation and Its Implications for PP & PKB electronically (E-PP & E-PKB) which is integrated with the Employment Information System	3	4 - 5 Februari 2021 / February 4 - 5, 2021	Lembaga Informasi Kebijakan Nasional / Notional Policy Information Office
14	Training BCM (Business Continuity Management) Essentials Berbasis ISO 22301:2019 / Training on BCM (Business Continuity Management) Essentials Based on ISO 22301:2019	2	2 Maret 2021 / March 2, 2021	IRMAPA
15	Training Pembangunan Prosedur Aplikatif Kontingensi Bisnis (Business Contingency Plan) / Training for the Applicative Development of Business Contingency Plan	2	23 - 24 Maret 2021 / March 23 - 24 2021	IRMAPA
16	Training Analisis Dampak Bisnis (Business Impact Analysis) yang Efektif / Effective Business Impact Analysis Training	2	09 - 10 Maret 2021 / March 09 - 10, 2021	IRMAPA
17	Training Perumusan Strategi Jitu Pemulihan Bisnis (Business Recovery Strategy) / Business Recovery Strategy Planning	2	16 Maret 2021 / March 16, 2021	IRMAPA
18	Pelatihan dan Sertifikasi Pengadaan Barang/ Jasa Pemerintahan Tahun 2021 / 2021 Government Goods/Services Procurement Training and Certification	3	24 - 27 Maret 2021 / March 24 - 27, 2021	IAPI
19	Pelatihan Refreshment Proses Bisnis dan Job Profile Setelah Perubahan Organisasi / Training on Business Process Refreshment and Job Profile after Organizational Change	5	9, 30 Maret 2021 / March 9, 30, 2021	KAI Commuter
20	Pelatihan Sekretaris dan Staf Protokol / Protocol Staff and Secretary Training	20	24 & 31 Maret 2021 / March 24 & 31, 2021	KAI Commuter
21	Diklat Refreshing Awak Sarana Perkeretaapian Muda dengan Penggerak Listrik Angkatan I Tahun 2021 / Refreshment Training for Young Railway Facilities Crew with Electric Drive Batch I in 2021	13	9 - 10 Maret 2021 / March 9 - 10, 2021	KAI Commuter

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No	Nama Pelatihan / Training Name	Jumlah Peserta / Total Participants	Tanggal Pelatihan / Training Date	Penyelenggaraan Pelatihan / Training Organizer
22	Sertifikasi Uji Kompetensi Awak Sarana Perkeretaapian Angkatan II / Certification of Competency Test for Train Facilities Crew Batch II	182	16 - 19 & 22 - 26 Maret 2021 / March 16 - 19 & 22 - 26, 2021	DITJEN KA / General Directorate of Railway
23	Certification Certified Human Capital Manager Batch II	1	9 - 10 Maret & 18 - 19 Maret 2021 / March 9 - 10 & March 18 - 19 2021	PT KAI (Persero)
24	Training Sertifikasi Qualified Internal Auditor (QIA) Tingkat Dasar / Basic Qualified Internal Auditor (QIA) Certification Training	2	15 - 17 Maret & 29 Maret - 10 April 2021 / March 15 - 17 & March 29 - April 10, 2021	YPIA
25	Training Sertifikasi Qualified Internal Auditor (QIA) Tingkat Lanjutan / Advanced Qualified Internal Auditor (QIA) Certification Training	1	15 - 17 Maret 2021 / March 15 - 17 2021	YPIA
26	Supervisory Management Development Program Angkatan V Tahun 2021 / Supervisory Management Development Program Batch V of 2021	1	16 Maret - 2 Juni 2021 / March 16 - June 2, 2021	PT KAI (Persero)
27	Training of Trainer	30	22 - 31 Maret 2021 / March 22 - 31, 2021	Lembaga Pengembangan dan Konsultasi Nasional (LPKN)
28	Training Operator Alat Angkut Forklift Sertifikasi Kemnaker RI / Forklift Operator Training, Indonesian Ministry of Manpower Certification	9	18 - 20 Maret 2021 / March 18 - 20, 2021	PT Formasi Sistem Internasional
29	Training Pengujian Keandalan & Evaluasi Efektivitas Sistem Manajemen Kelangsungan Bisnis / Training on Reliability Testing & Evaluation of Business Continuity Management System Effectiveness	2	30 - 31 Maret 2021 / March 30 - 31 2021	IRMAPA
30	Workshop Nasional PHK dan Pesangon Pengesahan PP dan PKB Melalui Sistem Aplikasi Elektronik E-PP dan E-PKB dalam UU Cipta Kerja / Workshop on Layoffs and Severance pay for the Ratification of PP and PKB through the Electronic Application System of E-PP and E-PKB in the Job Creation Law	2	3 - 4 Maret 2021 / March 3 - 4, 2021	Pusat Pengkajian dan Pengembangan Informasi Publik / Research and Development Center of Public Information
Triwulan II / Quarter 2				
1	Diklat Awak Sarana Perkeretaapian Madya dengan Penggerak Listrik Angkatan I Tahun 2021 / Training for Intermediate Crew of Railway Facilities with Electric Propulsion Batch I of 2021	20	27 April - 5 Mei 2021 / April 27 - May 5, 2021	PT KAI (Persero)
2	Pelatihan Executive Leadership Development Program (ELDP) / Executive Leadership Development Program (ELDP) Training	1	12 November 2020 - 9 April 2021 / November 12, 2020 - April 9, 2021	PT KAI (Persero)
3	Pelatihan Gada Utama / Chief Security Training	2	4 - 9 April 2021 / April 4 - 9, 2021	PT Sigap Prima Astrea

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No	Nama Pelatihan / Training Name	Jumlah Peserta / Total Participants	Tanggal Pelatihan / Training Date	Penyelenggaraan Pelatihan / Training Organizer
4	Pelatihan <i>Refreshment</i> Proses Bisnis / Business Process Refreshment Training	5	29 April 2021 / April 29, 2021	KAI Commuter
5	Pelatihan <i>Online Risk Management Awareness</i> / Online Risk Management Awareness Training	30	9 April 2021 / April 9, 2021	CRMS
6	Pelatihan Penulisan Makalah <i>Quality Excellent Activity</i> (QEA) / Quality Excellent Activity (QEA) Paper Preparation Training	3	7 - 8 April 2021 / April 7 - 8, 2021	PT KAI (Persero)
7	Pelatihan Akselerasi Persiapan Sertifikasi SDM Berbasis SKKNI / Acceleration Training on Acceleration for HC Certification Preparation Based on SKKNI	1	12 - 14 & 19 April 2021 / April 12 - 14 & 19, 2021	PT GML Performance Consulting
8	Sertifikasi Uji Kompetensi Awak Sarana Perkeretaapian Angkatan IV / Certification of Competency Test for Train Facilities Crew Batch IV	32	6 - 7 April 2021 / April 6 - 7, 2021	DITJEN KA / General Directorate of Railway
9	Sertifikasi Uji Kompetensi Awak Sarana Perkeretaapian Angkatan V / Certification of Competency Test for Train Facilities Crew Batch V	13	19 April 2021 / April 19, 2021	DITJEN KA / General Directorate of Railway
10	Diklat Teknis Pengelolaan Arsip Dinamis (PNBP) / Dynamic Archive Management Technical Training (PNBP)	5	19 - 22 April 2021 / April 19 - 22 2021	ANRI
11	Kursus Bahasa Indonesia Mr. Takeshi Hirohashi / Indonesian Language Course of Mr. Takeshi Hirohashi	1	6 Mei - 15 Juli 2021 / May 6 - July 15, 2021	LBUI
12	Module B 2. Sistem Operasi: EBITDA Matrix, Capacity Matrix. EBITDA <i>Daily Control</i> / Module B 2. Operating System: EBITDA Matrix, Capacity Matrix. Daily EBITDA Control	1	Mei 2021 / May 2021	Equitek
13	<i>Leader as Coach I</i>	1	1 Mei - 5 Juni 2021 / May 1 - June 5, 2021	PT KAI (Persero)
14	<i>Leader as Coach II</i>	1	27 Mei - 15 Juli 2021 / May 27 - July 15, 2021	PT KAI (Persero)
15	Pelatihan Proses Bisnis, <i>Job Profile</i> , dan Kompetensi / Business Process, Job Profile, and Competency Training	5	3, 6, 11, dan 25 Mei 2021 / May 3, 6, 11, and 25, 2021	KAI Commuter
16	Sertifikasi Uji Kompetensi Awak Sarana Perkeretaapian Angkatan VI / Certification of Competency Test for Train Facilities Crew Batch Vi	18	4 Mei 2021 / May 4, 2021	DITJEN KA / General Directorate of Railway
17	<i>Certified Organization Development Professional</i>	2	12 Juni - 14 Agustus / June 12 - August 14	KAI Commuter
18	<i>COSO Based Internal Audit</i>	1	21- 22 Juni 2021 / June 21-22, 2021	KAI Commuter
19	<i>Certified Risk Management Professional</i> (CRMP)	1	21 - 25 Juni 2021 / June 21 - 25 2021	KAI Commuter

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No	Nama Pelatihan / Training Name	Jumlah Peserta / Total Participants	Tanggal Pelatihan / Training Date	Penyelenggaraan Pelatihan / Training Organizer
20	Diklap Teknik dan Pengoperasian KRL Bandara Angkatan I / Training and Operation of KRL Airport Batch I	20	14 - 15 Juni 2021 / June 14 - 15, 2021	PT KAI (Persero)
21	Diklap Teknik dan Pengoperasian KRL Bandara Angkatan II / Training and Operation of KRL Airport Batch II	20	16 - 17 Juni 2021 / June 16 - 17, 2021	PT KAI (Persero)
22	<i>Feasibility Study</i>	2	29 Juni - 2 Juli 2021 / June 29 - July 2, 2021	PPM
23	<i>Driver Discussion</i> dengan JR East / Driver Discussion with JR East	20	2 - 3 Juni 2021 / June 2 - 3, 2021	JR EAST
24	<i>Legal Drafting Training</i>	2	9 - 11 Juni 2021 / June 9 - 11, 2021	KAI Commuter
25	Pelatihan Proses Bisnis, <i>Job Profile</i> , dan Kompetensi / Business Process, Job Profile, and Competency Training	5	7 Juni 2021 / June 7, 2021	KAI Commuter
26	Pelatihan Proses Bisnis, <i>Job Profile</i> , dan Kompetensi / Business Process, Job Profile, and Competency Training	5	14, 21, dan 28 Juni 2021 / June 14, 21, and 28, 2021	KAI Commuter
27	Implementasi Manajemen Risiko di Sektor Publik (QRMA) / Implementation of Risk Management in the Public Sector (QRMA)	3	15 - 17 Juni 2021 / June 15 - 17, 2021	CRMS
28	<i>Supervisory Housekeeping</i>	3	24 - 30 Juni 2021 / June 24 - 30, 2021	PT KAI (Persero)
29	<i>Training 5R Angkatan I / 5R Training Batch I</i>	18	23 - 24 Juni 2021 / June 23 - 24, 2021	PT Formasi Sistem Internasional
30	<i>Training 5R Angkatan II / 5R Training Batch II</i>	18	29 - 30 Juni 2021 / June 29 - 30, 2021	PT Formasi Sistem Internasional
31	Webinar Evaluasi Implementasi PSAK 71-72-73 dan Dampaknya Terhadap Perpajakan / Webinar Evaluation of PSAK 71-72-73 Implementation and Its Impact on Taxation	3	25 Juni 2021 / June 25, 2021	Tax Forum BUMN / SOE Tax Forum
32	<i>Workshop Nasional Online</i> Pertanahan dan K3 Dalam Perizinan Berusaha Berbasis Risiko Melalui PP No. 5 Tahun 2021 dan Undang-undang Cipta Kerja (Omnibuslaw) / National Online Workshop on Defense and OHS in Risk-Based Business Licensing Through PP No. 5 of 2021 and the Job Creation Act (Omnibuslaw)	2	29 - 30 Juni 2021 / June 29 - 30, 2021	Lembaga Pusat Pengkajian dan Pengembangan Informasi Publik / Research and Development Center of Public Information
33	<i>Workshop Personal Transformation</i> dalam Program <i>Living The Grand Why</i> AKHLAK KAI 2021 Angkatan I / Personal Transformation Workshop in Living The Grand Why Program AKHLAK KAI 2021 Batch I	23	4 Juni 2021 / June 4, 2021	PT KAI (Persero)

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No	Nama Pelatihan / Training Name	Jumlah Peserta / Total Participants	Tanggal Pelatihan / Training Date	Penyelenggaraan Pelatihan / Training Organizer
34	Workshop Personal Transformation dalam Program <i>Living The Grand Why</i> AKHLAK KAI 2021 Angkatan II / Personal Transformation Workshop in Living The Grand Why Program AKHLAK KAI 2021 Batch II	24	4 Juni 2021 / June 4, 2021	PT KAI (Persero)
35	Workshop Personal Transformation dalam Program <i>Living The Grand Why</i> AKHLAK KAI 2021 Angkatan III / Personal Transformation Workshop in Living The Grand Why Program AKHLAK KAI 2021 Batch III	49	15 Juni 2021 / June 15, 2021	PT KAI (Persero)
36	Pelatihan <i>Executive Leadership Development Program</i> (ELDP) / Executive Leadership Development Program (ELDP) Training	1	24 Juni 2021 - 19 Agustus 2021 / June 24, 2021 - August 19, 2021	PT KAI (Persero)
Triwulan III / Quarter 3				
1	Pelatihan Administrasi Perkantoran Angkatan V / Office Administration Training Batch V	5	14 Juli - 3 Agustus 2021 / July 14 - August 3, 2021	PT KAI (Persero)
2	<i>Basic Commercialization and Service</i> Angkatan V / Basic Commercialization and Service Batch V	4	27 Juli - 1 September 2021 / July 27 - September 1, 2021	PT KAI (Persero)
3	<i>Human Resources Management for Non HC</i> Angkatan II / Human Resources Management for Non HC Batch II	7	6 - 12 Juli 2021 / July 6 - 12 2021	PT KAI (Persero)
4	Hiperkes bagi Paramedis / Hiperkes for Paramedics	10	5 - 9 Juli 2021 / July 5 - 9, 2021	PT Amira Medika
5	<i>Human Capital Basic</i> Angkatan I / Human Capital Basic Batch I	2	27 Juli - 2 September 2021 / July 27 - September 2, 2021	PT KAI (Persero)
6	<i>Effective Digital Marketing</i>	1	7 - 9 Juli 2021 / July 7 - 9, 2021	PT KAI (Persero)
7	<i>Leader as Coach III</i>	1	14 Juli - 25 Agustus 2021 / July 14 - August 25, 2021	PT KAI (Persero)
8	Persiapan Purna Tugas Angkatan IV / Post-employment Preparation Batch IV	1	7 - 8 Juli 2021 / July 7 - 8 2021	PT KAI (Persero)
9	Persiapan Purna Tugas Angkatan V / Post-employment Preparation Batch V	1	27 - 28 Juli 2021 / July 27 - 28 2021	PT KAI (Persero)
10	Pelatihan Proses Bisnis, <i>Job Profile</i> , dan Kompetensi / Business Process, Job Profile, and Competency Training	5	5, 12, 19, 26 Juli 2021 / July 5, 12, 19, 26, 2021	KAI Commuter
11	<i>Training 5R Batch III</i>	18	16 - 17 Juli 2021 / July 16 - 17 2021	PT Formasi Sistem Internasional
12	<i>Training Certified People Development</i>	1	13 Juli - 13 Agustus 2021 / July 13 - August 13, 2021	PT GENTA BUANA MULIA
13	<i>Internal Control COSO 2013</i>	1	5 - 6 Juli 2021 / July 5 - 6 2021	YPIA

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Human Capital

No	Nama Pelatihan / Training Name	Jumlah Peserta / Total Participants	Tanggal Pelatihan / Training Date	Penyelenggaraan Pelatihan / Training Organizer
14	Training Sertifikasi <i>Qualified Internal Auditor</i> (QIA) Tingkat Dasar / Basic <i>Qualified Internal Auditor</i> (QIA) Certification Training	1	19 - 31 Juli 2021 / July 19 - 31 2021	YPIA
15	Training Sertifikasi <i>Qualified Internal Auditor</i> (QIA) Tingkat Lanjutan / Advanced <i>Qualified Internal Auditor</i> (QIA) Certification Training	1	5 - 17 Juli 2021 / July 5 - 17 2021	YPIA
16	<i>Certified Corporate Forensic Auditor</i> (CCFA)	1	23 Agustus - 1 September 2021 / August 23 - September 1, 2021	PPM
17	Diklat Awak Sarana Perkeretaapian Madya Dengan Penggerak Listrik Angkatan II Tahun 2021 / Training for Crew of Railway Facilities with Electric Propulsion Batch II of 2021	22	18 Agustus - 26 Agustus 2021 / August 18 - August 26, 2021	PT KAI (Persero)
18	Pelatihan Brevet A & B / Brevet A & B Training	2	13 Agustus 2021 / August 13, 2021	IAI
19	Financial Basic Angkatan I / Financial Basic Batch I	2	24 Agustus - 24 September 2021 / August 24 - September 24, 2021	PT KAI (Persero)
20	Pelatihan Penyusunan Kontrak Pengadaan Barang/Jasa / Goods/Services Procurement Contract Preparation Training	11	20 - 21 Agustus 2021 / August 20 - 21 2021	Pusdiklat Pemandagri / State Affairs Education and Training Center
	Pelatihan Proses Bisnis, <i>Job Profile</i> , dan Kompetensi / Business Process, <i>Job Profile</i> , and Competency Training		02 Agustus 2021 / August 02, 2021	KAI Commuter
	Pelatihan Proses Bisnis, <i>Job Profile</i> , dan Kompetensi / Business Process, <i>Job Profile</i> , and Competency Training		02 Agustus 2021 / August 02, 2021	KAI Commuter
24	Pelatihan Proses Bisnis, <i>Job Profile</i> , dan Kompetensi / Business Process, <i>Job Profile</i> , and Competency Training	5	02 Agustus 2021 / August 02, 2021	KAI Commuter
	Pelatihan Proses Bisnis, <i>Job Profile</i> , dan Kompetensi / Business Process, <i>Job Profile</i> , and Competency Training		02 Agustus 2021 / August 02, 2021	KAI Commuter
	Pelatihan Proses Bisnis, <i>Job Profile</i> , dan Kompetensi / Business Process, <i>Job Profile</i> , and Competency Training		02 Agustus 2021 / August 02, 2021	KAI Commuter

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No	Nama Pelatihan / Training Name	Jumlah Peserta / Total Participants	Tanggal Pelatihan / Training Date	Penyelenggaraan Pelatihan / Training Organizer
	Pelatihan Proses Bisnis, <i>Job Profile</i> , dan Kompetensi / Business Process, Job Profile , and Competency Training		09 Agustus 2021 / August 09, 2021	KAI Commuter
	Pelatihan Proses Bisnis, <i>Job Profile</i> , dan Kompetensi / Business Process, Job Profile , and Competency Training		09 Agustus 2021 / August 09, 2021	KAI Commuter
25	Pelatihan Proses Bisnis, <i>Job Profile</i> , dan Kompetensi / Business Process, Job Profile , and Competency Training	5	09 Agustus 2021 / August 09, 2021	KAI Commuter
	Pelatihan Proses Bisnis, <i>Job Profile</i> , dan Kompetensi / Business Process, Job Profile , and Competency Training		09 Agustus 2021 / August 09, 2021	KAI Commuter
	Pelatihan Proses Bisnis, <i>Job Profile</i> , dan Kompetensi / Business Process, Job Profile , and Competency Training		09 Agustus 2021 / August 09, 2021	KAI Commuter
26	Pelatihan Proses Bisnis, <i>Job Profile</i> , dan Kompetensi / Business Process, Job Profile , and Competency Training	5	23, 30 & 31 Agustus 2021 / August 23, 30 & 31, 2021	KAI Commuter
27	<i>Training Sertifikasi Qualified Internal Auditor (QIA) Tingkat Lanjutan / Advanced Qualified Internal Auditor (QIA) Certification Training</i>	1	30 Agustus - 11 September 2021 / August 30 - September 11, 2021	YPIA
28	<i>Supervisory Management Development Program (SMDP) Angkatan XIX / Supervisory Management Development Program (SMDP) Batch XIX</i>	11	12 Agustus - 20 Oktober 2021 / August 12 - October 20, 2021	PT KAI (Persero)
29	<i>Supervisory Management Development Program (SMDP) Angkatan XX / Supervisory Management Development Program (SMDP) Batch XX</i>	11	12 Agustus - 20 Oktober 2021 / August 12 - October 20, 2021	PT KAI (Persero)
30	Pelatihan <i>Softskill for Secretary Batch II / Softskills training for Secretary Batch II</i>	1	25 - 27 Agustus 2021 / August 25 - 27 2021	PPM
31	<i>Strategic Leadership Development Program (SLDP)</i>	1	19 Agustus 2021 - 29 Oktober 2021 / August 19, 2021 - October 29, 2021	PT KAI (Persero)
32	Pelatihan Pengelolaan Limbah B3 melalui aplikasi FESTRONIK / Hazardous Waste Management Training through the FESTRONIK application	26	19 Agustus 2021 / August 19, 2021	PT Mitra Enviro Holistik

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No	Nama Pelatihan / Training Name	Jumlah Peserta / Total Participants	Tanggal Pelatihan / Training Date	Penyelenggaraan Pelatihan / Training Organizer
33	Valuation on Merger Acquisition	2	24 - 27 Agustus 2021 / August 24 - 27, 2021	PPM
34	Ahli K3 Umum (Kesehatan) / General OHS Expert (Health)	4	20 September - 1 Oktober 2021 / September 20 - October 1, 2021	PT Formasi Sistem Internasional
35	Certified Internal Auditor (CIA) Review Course	1	06 - 23 September 2021 / September 06 - 23, 2021	IIA Indonesia
36	Diklat Awak Sarana Perkeretaapian Muda Dengan Penggerak Listrik Angkatan II Tahun 2021 / Training for Junior Crew of Railway Facilities with Electric Propulsion Batch II of 2021	32	22 September - 26 Oktober 2021 / September 22 - October 26, 2021	PT KAI (Persero)
37	Diklat Tenaga Perawatan Sarana Perkeretaapian Dengan Penggerak Listrik Tingkat Pelaksana Angkatan II Tahun 2021 / Training for Intermediate Personnel of Railway Facilities with Electric Propulsion Batch II of 2021	7	1 - 10 September 2021 / September 1 - 10, 2021	PT KAI (Persero)
38	Financial Basic Angkatan II / Financial Basic Batch II	2	30 September - 5 November 2021 / September 30 - November 5, 2021	PT KAI (Persero)
39	Human Capital Basic Angkatan II / Human Capital Basic Batch II	3	7 September - 11 Oktober 2021 / September 7 - October 11, 2021	PT KAI (Persero)
40	Operation Leadership Development Program (OLDP)	1	7 September - 28 Oktober 2021 / September 7 - October 28, 2021	PT KAI (Persero)
41	Pelatihan Pengetahuan Alat - Alat di dalam Kereta Penolong / Training on Tools Knowledge in the Supporting Train	8	2 & 20 September 2021 / September 2 & 20, 2021	KAI Commuter
42	Pelatihan Peningkatan Kompetensi Panitia Pemeriksa Hasil Pekerjaan (PPHP) / Competency Improvement Training for the Work Results Examination Committee (PPHP)	10	6 - 7 September / September 6 - 7	Pusdiklat Pemendagri / State Affairs Education and Training Center
43	Online Training for Light Maintenance With JR East	30	8 - 9 September 2021 / September 8 - 9, 2021	JR EAST
44	Pelatihan Powerful Public Speaking / Powerful Public Speaking Training	1	6 - 7 September 2021 / September 6 - 7, 2021	PT KAI (Persero)
45	Pelatihan Proses Bisnis, Job Profil, dan Kompetensi / Business Process, Job Profile, and Competency Training	5	6, 13, dan 27 September 2021 / September 6, 13, and 27 2021	KAI Commuter
46	Diklap Refreshing Awak Sarana Perkeretaapian Madya dengan Penggerak Listrik Angkatan I Tahun 2021 / Refreshment Training for Intermediate Railway Crew with Electric Propulsion Batch I of 2021	19	14 - 15 September 2021 / September 14 - 15, 2021	PT KAI (Persero)
47	Safety Inspector	10	13 - 15 September 2021 / September 13 - 15, 2021	Sinergy Solusi

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Human Capital

No	Nama Pelatihan / Training Name	Jumlah Peserta / Total Participants	Tanggal Pelatihan / Training Date	Penyelenggaraan Pelatihan / Training Organizer
48	Sertifikasi Pengadaan Barang/Jasa (PBJ) Pemerintah Tingkat Dasar / Basic Government Goods/Services Procurement Certification	5	7 - 23 September 2021 / September 7 - 23, 2021	PPM
49	Training Operator Alat Angkut Forklift Angkatan I / Forklift Operator Training Batch I	10	28 - 30 September 2021 / September 28 - 30, 2021	PT Formasi Sistem Internasional
50	One Day Workshop Pengembangan SDM PT KAI / One Day Workshop of PT KAI HC Development	1	15 September 2021 / September 15, 2021	PT KAI (Persero)
Triwulan IV / Quarter 4				
1	Diklat Customer Care Tambahan Tahun 2021 / Supplementary Customer Care Training in 2021	4	5 - 20 Oktober 2021 / October 5 - 20, 2021	PT KAI (Persero)
2	Diklat Awak Sarana Perkeretaapian Madya Dengan Penggerak Listrik Angkatan III Tahun 2021 / Training for Crews of Railway Facilities with Electric Propulsion Batch III of 2021	21	6 - 15 Oktober 2021 / October 6 - 15, 2021	PT KAI (Persero)
3	Emerging Leadership Development Program (MLDP)	1	26 Oktober 2021 - 12 Desember 2021 / October 26, 2021 - December 12, 2021	PT KAI (Persero)
4	Junior Management Development Program (JMDP) Angkatan V / Junior Management Development Program (JMDP) Batch V	20	21 Oktober - 25 November 2021 / October 21 - November 25, 2021	PT KAI (Persero)
5	Operation Leadership Development Program (OLDP)	1	05 Oktober 2021 - 25 November 2021 / October 05, 2021 - November 25, 2021	PT KAI (Persero)
6	Diklat Refreshing Tenaga Pemeriksa Sarana Perkeretaapian Penggerak Listrik Tingkat Pelaksana Angkatan I / Refreshment Training for Examiners of Railway Facilities with Electric Propulsion on the Officer Level Batch I	93	27 - 29 Oktober dan 25 - 27 Oktober 2021 / October 27 - 29 and October 25 - 27 2021	PT KAI (Persero)
7	Training Operator Overhead Crane Angkatan I / Overhead Crane Operator Training Batch I	10	5 - 7 Oktober 2021 / October 5 - 7, 2021	PT Formasi Sistem Internasional
8	Training Operator Overhead Crane Angkatan II / Overhead Crane Operator Training Batch II	10	21 - 23 Oktober 2021 / October 21 - 23, 2021	PT Formasi Sistem Internasional
9	Training Operator Alat Angkut Forklift Angkatan II / Forklift Operator Training Batch II	10	12 - 14 Oktober 2021 / October 12 - 14, 2021	PT Formasi Sistem Internasional
10	Training Operator Alat Angkut Forklift Angkatan III / Forklift Operator Training Batch III	10	26 - 28 Oktober 2021 / October 26 - 28, 2021	PT Formasi Sistem Internasional
11	Workshop Penguatan Pekerja Kereta Api Komuter untuk Pelayanan Transportasi Urban dari ITF / Workshop on Strengthening Commuter Railway Workers for Urban Transportation Services from ITF	7	7 Oktober 2021 / October 7, 2021	Serikat Pekerja Kereta Api (SPKA) / Railway Labor Union (SPKA)
12	Diklat Awak Sarana Perkeretaapian Muda Dengan Penggerak Listrik Angkatan II Tahun 2021 / Training for Junior Crews of Railway Facilities with Electric Propulsion Batch II of 2021	32	2 November - 3 Desember 2021 / November 2, December 3, 2021	PT KAI (Persero)

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No	Nama Pelatihan / Training Name	Jumlah Peserta / Total Participants	Tanggal Pelatihan / Training Date	Penyelenggaraan Pelatihan / Training Organizer
13	Diklat Awak Sarana Perkeretaapian Muda Dengan Penggerak Listrik Angkatan III Tahun 2021 / Training for Junior Crews of Railway Facilities with Electric Propulsion Batch III of 2021	31	25 November - 28 Desember 2021 / November 25 - December 28, 2021	PT KAI (Persero)
14	Diklat Awak Sarana Perkeretaapian Pertama Dengan Penggerak Listrik Angkatan II Tahun 2021 / Training for First Crews of Railway Facilities with Electric Propulsion Batch II of 2021	32	8 November - 30 Desember 2021 / November 8 - December 30, 2021	PT KAI (Persero)
15	Webinar Online Developing Indonesian Future Leaders	5	16 - 17 November 2021 / November 16 - 17, 2021	Forum Human Capital Indonesia (FHCI)
16	PBJ For Non PBJ Angkatan I / PBJ For Non PBJ Batch I	2	11 November - 19 November 2021 / November 11 - November 19, 2021	PT KAI (Persero)
17	PBJ For Non PBJ Angkatan II / PBJ For Non PBJ Batch II	9	11 - 19 November 2021 / November 11 - 19, 2021	PT KAI (Persero)
18	PBJ For Non PBJ Angkatan III / PBJ For Non PBJ Batch III	7	24 November - 2 Desember 2021 / November 24 - December 2, 2021	PT KAI (Persero)
19	English Course Program BOD	4	3 September - 26 November 2021 / September 3 - November 26, 2021	PT Legato Global Anextama
20	Pelatihan PSAK Terkini Tahun 2021 / Latest 2021 PSAK Training	2	8 - 12 November 2021 / November 8 - 12, 2021	PT KAI (Persero)
21	Pelatihan Refreshment IT Infrastructure and Security	10	8 - 12 November 2021 / November 8 - 12, 2021	PT Synergi Lestari Pratama
22	Training National Certification for Trainer Batch 16 Tahun 2021	4	9 - 12 November 2021 / November 9 - 12, 2021	PT KAI (Persero)
23	Webinar Hari Pahlawan dengan Tema "Survive & Thrive for Productivity" / Hero's Day Webinar with the theme "Survive & Thrive for Productivity"	83	10 November 2021 / November 10, 2021	PT KCI
24	Certified Enterprise Risk Governance (CERG)	1	Tahun 2021 / In 2021	CRMS
25	Diklap Refreshing Tenaga Pemeriksa Sarana Perkeretaapian Penggerak Listrik Tingkat Pelaksana Angkatan II / Refreshment Field Training for Examiners of Railway Facilities with Electric Propulsion on the Officer Level Batch II	45	3 - 5 November 2021 / November 3-5, 2021	PT KAI (Persero)

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No	Nama Pelatihan / Training Name	Jumlah Peserta / Total Participants	Tanggal Pelatihan / Training Date	Penyelenggaraan Pelatihan / Training Organizer
26	Diklap <i>Refreshing</i> Tenaga Perawatan Sarana Perkeretaapian Penggerak Listrik Tingkat Pelaksana Angkatan II / Refreshment Field Training for Maintenance Personnel of Railway Facilities with Electric Propulsion on the Officer Level Batch II	48	1 - 3 November 2021 / November 1 - 3, 2021	PT KAI (Persero)
27	Diklap <i>Refreshing</i> Tenaga Perawatan Sarana Perkeretaapian Penggerak Listrik Tingkat Pelaksana Angkatan III / Refreshment Field Training for Maintenance Personnel of Railway Facilities with Electric Propulsion on the Officer Level Batch III	48	8 - 10 November 2021 / November 8 - 10, 2021	PT KAI (Persero)
28	Diklap <i>Refreshing</i> Tenaga Perawatan Sarana Perkeretaapian Penggerak Listrik Tingkat Pelaksana Angkatan IV / Refreshment Field Training for Maintenance Personnel of Railway Facilities with Electric Propulsion on the Officer Level Batch IV	48	10 - 12 November 2021 / November 10 - 12, 2021	PT KAI (Persero)
29	Diklap <i>Refreshing</i> Tenaga Perawatan Sarana Perkeretaapian Penggerak Listrik Tingkat Pelaksana Angkatan V / Refreshment Field Training for Maintenance Personnel of Railway Facilities with Electric Propulsion on the Officer Level Batch V	49	15 - 17 November 2021 / November 15 - 17, 2121	PT KAI (Persero)
30	Diklap <i>Refreshing</i> Tenaga Perawatan Sarana Perkeretaapian Penggerak Listrik Tingkat Pelaksana Angkatan VI / Refreshment Field Training for Maintenance Personnel of Railway Facilities with Electric Propulsion on the Officer Level Batch VI	46	17 - 19 November 2021 / November 17 - 19, 2021	PT KAI (Persero)
31	<i>Training Operator Overhead Crane</i> Angkatan III / Overhead Crane Operator Training Batch III	8	2 - 4 November 2021 / November 2 - 4, 2021	PT Formasi Sistem Internasional
32	<i>Training Operator Overhead Crane</i> Angkatan IV / Overhead Crane Operator Training Batch IV	9	16 - 18 November 2021 / November 16 - 18, 2021	PT Formasi Sistem Internasional
33	Pelatihan ERM & <i>Audit Integration</i> / ERM & Audit Integration Training	2	15 - 16 November 2021 / November 15 - 16, 2021	CRMS
34	<i>Training Operator Alat Angkut Forklift</i> Angkatan IV / Forklift Operator Training Batch IV	10	9 - 11 November 2021 / November 9 - 11, 2021	PT Formasi Sistem Internasional
35	<i>Training Mastering COBIT 2019 Fundamental: A Practical Approach</i>	3	1 - 2 November 2021 / November 1 - 2, 2021	PT Andalan Nusantara Teknologi

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No	Nama Pelatihan / Training Name	Jumlah Peserta / Total Participants	Tanggal Pelatihan / Training Date	Penyelenggaraan Pelatihan / Training Organizer
36	Sertifikasi Uji Kompetensi Awak Sarana Perkeretaapian & Tenaga Sarana Perkeretaapian / Certification of Competency Test for Railway Facilities Crew & Railway Facility Personnel	100	15 - 19 November 2021 / November 15 - 19, 2021	DITJEN KA / General Directorate of Railway
37	Pelatihan Pengorganisasian SPKA dengan International Transport Worker's Federation (ITF) / SPKA Organization Training with International Transport Worker's Federation (ITF)	9	13 November 2021 / November 13, 2021	Serikat Pekerja Kereta Api (SPKA) / Railway Labor Union (SPKA)
38	pelatihan organisasi tingkat Advance kerja sama dengan ITF / Advanced level organizational training in collaboration with ITF	4	30 November 2021 / November 30, 2021	Serikat Pekerja Kereta Api (SPKA) / Railway Labor Union (SPKA)
39	Kursus Bahasa Indonesia Mr. Takeshi Hirohashi / Indonesian Language Course of Mr. Takeshi Hirohashi	1	16 Desember 2021 - 17 Februari 2022 / December 16, 2021 - February 17, 2022	LBUI
40	Pelatihan Employee Engagement, Productivity, and Innovation / Employee Engagement, Productivity, and Innovation Training	2	6 - 10 Desember 2021 / December 6 - 10, 2021	PPM
41	Training Genset / Generator Setting Training	5	9 Desember 2021 / December 9, 2021	PT Sujutama Dwikarya Sukses
42	Pelatihan Human Resources Management / Human Resources Management Training	3	6 - 10 Desember 2021 / December 6 - 10, 2021	PPM
43	Workshop The 7th Jambore PR Indonesia (JAMPIRO)	4	8 - 10 Desember 2021 / December 8 - 10, 2021	PT Media Piar Indonesia

Detail Jenis dan Peserta Pelatihan

Details of Training Types and Participants

Kategori / Category	Nama / Name	TW I / Q1	TW II / Q2	TW III / Q3	TW IV / Q4	Total
Peserta / Participants	Peserta / Participants	426	381	345	862	2014
Pelatihan / Trainings	Pelatihan / Trainings	39	40	54	45	178
Jenis Pelatihan / Training Types	Kursus / Course	0	1	0	1	2
	Seminar	1	1	1	0	3
	Sertifikasi / Certification	11	6	6	9	32
	Training	23	26	47	28	124
	Workshop	4	6	0	7	17

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Kategori / Category	Nama / Name	TW I / Q1	TW II / Q2	TW III / Q3	TW IV / Q4	Total
		39	40	54	45	178
	Boc	0	8	0	4	12
Direktorat / Directorate	Dir. Utama / President Director	49	47	37	55	188
	Dir. Keuangan & Administrasi / Director of Finance & Administration	60	70	84	35	249
	Dir. Teknik / Technical Director	48	28	74	553	703
	Dir. Operasi & Pemasaran / Director of Operations & Marketing	269	228	150	215	862
		426	381	345	862	2014
Jabatan / Position	Dekom / Board of Commissioners	0	8	0	4	12
	Direksi / Board of Directors	1	8	0	5	14
	<i>Vice President</i>	7	20	5	5	37
	<i>Senior Manager</i>	0	1	0	0	1
	<i>Manager</i>	35	12	26	9	82
	<i>Junior Manager</i>	15	9	13	10	47
	<i>Assistant Manager</i>	22	27	25	41	115
	<i>Senior Supervisor</i>	10	2	9	1	22
	<i>Supervisor</i>	25	28	27	24	104
	<i>Junior Supervisor</i>	7	20	20	39	86
	<i>Staff</i>	304	245	215	723	1487
	<i>Probation</i>	0	0	0	0	0
	Pkwt / Contract	0	1	5	1	7
		426	381	345	862	2014

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RENCANA PENGEMBANGAN KOMPETENSI TAHUN 2022

COMPETENCY DEVELOPMENT PLAN FOR 2022

Uraian / Description	Januari / January	Februari / February	Maret / March	April	Mei / May	Juni / June	Juli / July	Agustus / August	September	Oktober / October	November	Desember / December	Total
Training Pegawai Umum / General Employee Training	18	23	37	19	38	42	50	22	54	43	35	4	385
Training Pegawai Operasional / Operational Employee Training	26	-	21	27	34	37	21	40	19	26	15	-	266
Training Pegawai Sarana / Facilities Employee Training	-	-	28	10	25	38	26	24	15	39	46	-	251
Training Luar Negeri / Overseas Training	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	44	23	86	56	97	117	97	86	88	108	96	4	902

PRODUKTIVITAS PEGAWAI

Realisasi produktivitas pegawai pada tahun 2021 tercapai sebesar Rp937.977.642 atau sebesar 85% dari program. Apabila dibandingkan dengan pencapaian tahun sebelumnya, maka produktivitas pegawai pada tahun 2021 tercatat mengalami kenaikan sebesar 23,57%.

EMPLOYEE PRODUCTIVITY

Realization of employee productivity in 2021 reached Rp937,977.642 or 85.% of the program. Compared with the achievements of the previous year, employee productivity in 2021 was recorded to have increased by 23.57%.

HUBUNGAN INDUSTRIAL

PT Kereta Commuter Indonesia senantiasa membangun hubungan industrial yang harmonis, dinamis, dan berkeadilan antara Perseroan dengan Pegawai sesuai dengan Peraturan Ketenagakerjaan dan Peraturan Perundang-Undangan yang berlaku. PT Kereta Commuter Indonesia telah melakukan penyelesaian pembaharuan Peraturan Perusahaan Tahun 2019-2021 yang disahkan dengan Keputusan Kementerian Ketenagakerjaan Republik Indonesia Nomor: TAR. 436/PHIJSKPK/PP/III/2019 tanggal 29 Maret 2019 untuk terciptanya hubungan industrial yang harmonis, dinamis, dan berkeadilan dengan Pegawai yang bertujuan menjadi pegangan bagi Perusahaan maupun Pegawai untuk menjamin hak-hak dan kewajiban masing-masing pihak untuk meningkatkan kesejahteraan karyawan dan kelangsungan usaha Perseroan. Setiap 2 (dua) tahun sekali dilaksanakan pembahasan dan pembaharuan Peraturan Perusahaan.

INDUSTRIAL RELATIONS

PT Kereta Commuter Indonesia always builds a harmonious, dynamic, and fair industrial relationship between the Company and its employees in accordance with the Manpower Regulations and the prevailing laws and regulations. PT Kereta Commuter Indonesia has completed the renewal of the 2019-2021 Company Regulations which were ratified by the Decree of the Ministry of Manpower of the Republic of Indonesia Number: TAR. 436/PHIJSKPK/PP/III/2019 dated March 29, 2019 for the creation of harmonious, dynamic, and fair industrial relations with employees which aims to be a guide for the Company and Employees to ensure the rights and obligations of each party to improve employee welfare and business continuity of the Company. Every 2 (two) years a discussion and renewal of Company Regulations is held.

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Hal yang menjadi fokus kegiatan di Hubungan Industrial adalah:

- Melaksanakan tata kelola hubungan industrial baik di internal Perseroan maupun dalam kaitannya dengan eksternal Perseroan.
- Melaksanakan pengurusan dokumen dan administrasi dalam kaitannya dengan hubungan Perseroan dan institusi ketenagakerjaan.
- Melaksanakan pemutakhiran kebijakan dan sosialisasi terkait implementasi ketenagakerjaan.
- Memberikan asistensi dalam pelaksanaan pembinaan kepada Pegawai terkait dengan hubungan industrial.
- Mempersiapkan dokumen administrasi kepegawaian serta berkoordinasi dengan unit Hukum Perusahaan dalam hal terjadi perkara perdata hubungan industrial yang melibatkan Perusahaan.
- Melaksanakan administrasi pada unit hubungan industrial Perseroan.

Bagian Hubungan Industrial PT Kereta Commuter Indonesia telah menyusun Draft Surat Keputusan dan Instruksi Direksi berjumlah 59 kebijakan, yang terdiri dari:

The focuses of activities in Industrial Relations are:

- Implementing industrial relations governance both internally and externally to the Company.
- Carrying out document management and administration in relation to the relationship between the Company and employment institutions.
- Carrying out policy updates and socialization related to the implementation of employment.
- Providing assistance in the implementation of coaching to employees related to industrial relations.
- Preparing personnel administration documents and coordinate with the Company's Legal unit in the event of industrial relations civil cases involving the Company.
- Carrying out administration in the Company's industrial relations unit.

The Industrial Relations Division of PT Kereta Commuter Indonesia has prepared a draft of the Decree and Instruction of the Board of Directors of 59 policies, which consist of:

Uraian / Description	Kebijakan 2021 / 2021 Policy	Kebijakan 2020 / 2020 Policy
Peraturan Direksi / Board of Directors Regulation	20	51
Keputusan Direksi / Board of Directors Decree	13	6
Surat Edaran Direksi / Board of Directors Circular Letter	9	11
Instruksi Direksi / Board of Directors Instruction	2	12
Memo Internal / Internal Memo	15	3

PENYELESAIAN KASUS PEGAWAI

Bagian Hubungan Industrial PT Kereta Commuter Indonesia telah melakukan penyelesaian kasus pegawai sebanyak 11 kasus yang terdiri dari:

- Mangkir
- Indisipliner
- Pencurian Aset

SETTLEMENT OF EMPLOYEE CASES

The Industrial relation of PT Kereta Commuter Indonesia has settled 11 employee cases which consists of:

- Absence
- Indisciplinary Actions
- Asset Theft

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TINGKAT KEPUASAN PEGAWAI

KAI Commuter menjalankan survei kepuasan pegawai tidak hanya untuk mengukur seberapa bahagia pegawai namun juga mengukur seberapa besar dedikasi Pegawai terhadap visi dan misi Perseroan. Mengukur kepuasan pegawai dibutuhkan karena merupakan indikator penting dari kesehatan Perseroan dan cara yang baik untuk menemukan area peningkatan. KAI Commuter percaya bahwa ketika pegawai puas dengan lingkungan kerja dan pekerjaannya, maka kinerja yang dihasilkan akan memiliki kualitas yang tinggi. Oleh karena itu, kepuasan pegawai dinilai penting bagi keberhasilan Perseroan.

Di tahun 2021, KAI Commuter menjalankan survei kepuasan pegawai dengan skor sebesar 4,58 dari Skala 5 (Puas). Angka kepuasan ini meningkat dibanding tahun 2020 yang mencatat hasil 4,16. Berikut adalah aspek yang mendapat nilai kepuasan tertinggi dari pegawai dalam survei tersebut:

EMPLOYEE SATISFACTION LEVEL

KAI Commuter runs an employee satisfaction survey not only to measure the satisfaction of employees but also to measure how dedicated the employees are to the Company's vision and mission. Measuring employee satisfaction is necessary because it is an important indicator of the Company's health and to find areas for improvement. KAI Commuter believes that when employees are satisfied with their work environment and work, the resulting performance will be of high quality. Therefore, employee satisfaction is considered important for the success of the Company.

In 2021, KAI Commuter conducted an employee satisfaction survey with a score of 4.58 out of 5 (Satisfied). This satisfaction rate is an increase compared to 2020 which recorded a result of 4.16. The following are the aspects that received the highest satisfaction scores from employees in the survey:

Aspek Kepuasan / Satisfactory Aspect	Skor / Score
Kepuasan terhadap keamanan dan kenyamanan / Satisfaction on security and comfortability	4,06
Kepuasan terhadap aktualisasi / Satisfaction on actualization	4,04
Kepuasan terhadap kebersamaan / Satisfaction on togetherness	4,00
Kepuasan terhadap fasilitas / Satisfaction on facilities	3,98

Dari hasil survey tersebut terdapat beberapa Rekomendasi (*Area of Improvement*) bagi Perusahaan untuk dapat direalisasikan ke depannya, berikut rinciannya.

From the survey result, there were a number of Recommendations (*Area of Improvement*) for the Company to be implemented.

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Area of Improvement	Rekomendasi / Recommendation
Karir / Career	<p>Perlu adanya penyusunan kebijakan mengenai pergerakan karir (<i>career mapping</i>) dan manajemen talenta yang didalamnya termasuk antara lain: / It is recommended to prepare policies regarding career mapping and talent management which include:</p> <ol style="list-style-type: none"> Kebijakan pergerakan karir secara <i>horizontal</i> (lateral) dan <i>vertical</i> (promosi) sesuai dengan strategi Perusahaan. / Career movement policy horizontally (lateral) and vertically (promotion) in accordance with the Company's strategy. Tata cara asesmen untuk menduduki suatu posisi serta mekanisme yang dikomunikasikan secara terstruktur. / Procedure for the assessment to occupy a position and the mechanism that is communicated in a structured manner. Sosialisasi pemahaman manajemen karir ke segenap lini manajerial dan pelaksana. / Dissemination of career management understanding to all managerial and executive lines. Media penyampaian aspirasi karir antara Atasan dan Bawahan (termasuk rencana <i>development</i>/pelatihan yang dibutuhkan untuk mengisi gap kompetensi), dapat dilaksanakan setiap akhir tahun sebagai bagian perencanaan tahun depan. / Media for conveying career aspirations between superiors and subordinates (including development/training plans needed to fill competency gaps), can be carried out at the end of every year as part of planning for the following year.
Feedback	<p>Sebagai bagian dari <i>development</i>, manajemen kinerja turut menjadi perhatian, dimana kinerja serta kendala yang dihadapi oleh bawahan dapat dikomunikasikan secara rutin dan terarah, sehingga kinerja pegawai dan unit serta Perusahaan dapat tercapai lebih optimal. / As part of development, performance management serves as an important matter. The performance and obstacles faced by subordinates should be communicated regularly and directly, so that the performance of employees and units as well as the Company can be achieved more optimally.</p> <p>Pelaksanaan penyampaian <i>feedback</i> dapat dilakukan secara bertahap untuk menjadi <i>culture</i> dan <i>habit</i> pegawai, misalnya kebijakan <i>monitoring</i> kinerja sekaligus penyampaian <i>feedback</i> secara berkala per 3-6 bulan. Hal tersebut menjadi sarana untuk semakin membuka komunikasi (kepedulian) antara Atasan dan Bawahan dalam mengkomunikasikan <i>development area</i>-nya. / The delivery of feedback can be carried out in stages so that it can become part of employee culture and habit, for example performance monitoring policy as well as regular feedback delivery can be held every 3-6 months. This serves as a means of communication (care) between supervisors and subordinates in communicating their development area.</p>
Sosialisasi dan Komunikasi Transformasi Bisnis / Dissemination and Communication of Business Transformation	<p>Sosialisasi dan komunikasi kepada pegawai terkait rencana strategis bisnis KAI Commuter (termasuk rencana aliansi dengan perusahaan lainnya) menjadi salah satu <i>concern</i> pegawai. / Dissemination and communication to employees regarding KAI Commuter's strategic business plans (including plans for partnering with other companies) is one of the employee's concerns.</p> <p>Hal ini bertujuan untuk meminimalisir kegaduhan dan kekusaran pegawai terutama dampaknya kepada hal-hal yang berkaitan dengan kebijakan <i>Human Capital</i> (remunerasi, karir, status) dan lainnya. / This aims to minimize employee's uncertainty and anger, especially its impact on matters relating to Human Capital policies (remuneration, career, status) etc.</p> <p>Disarankan dapat dilakukan komunikasi antara <i>TopManagement</i>/BOD dengan pegawai melalui forum "Manajemen Menyapa" secara berkala untuk menyampaikan kondisi bisnis, rencana strategis sekaligus komunikasi dua arah. / It is recommended that communication between Top Management/BOD and employees through the "Management Menyapa" forum which should be carried out regularly to convey business conditions, strategic plans as well as two-way communication.</p>
Kompensasi / Compensation	<p>Mengingat terdapat <i>concern</i> ketidakpuasan terhadap Fasilitas (<i>reward & facilities</i>) di <i>Information Technology</i>, maka dapat dilakukan evaluasi kompensasi remunerasi pada posisi di Divisi tersebut. / Considering that the concern of dissatisfaction with regarding reward & facilities in Information Technology, it is recommended to evaluate the remuneration compensation for positions in the Division.</p> <p>Antara lain dengan mengikuti <i>salary survey</i> untuk posisi IT atau <i>benchmark</i> remunerasi IT dengan perusahaan setara lainnya. / This can be implemented by, among others, taking a salary survey for IT positions or benchmarking IT remuneration with other equivalent companies.</p>

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PT Kereta Commuter Indonesia merupakan perusahaan penyelenggara pelayanan jasa angkutan kereta api commuter dengan menggunakan sarana Kereta Rel Listrik yang senantiasa berupaya memberikan pelayanan dan kontribusi yang optimal kepada masyarakat. KAI Commuter sangat memahami bahwa perkembangan teknologi informasi (TI) sangat pesat dan dinamis. Perseroan tidak hanya dituntut untuk dapat beradaptasi dengan perkembangan tersebut, namun hal tersebut menjadi sebuah kebutuhan agar pengelolaan operasional dapat berjalan efektif dan efisien serta meningkatkan produktivitas. Kehadiran TI berperan penting dalam pengambilan, pengumpulan, pengolahan, penyimpanan, penyebaran, dan penyajian informasi di Perseroan.

Dalam rangka penerapan prinsip-prinsip GCG khususnya dalam pengelolaan Teknologi Informasi dan Komunikasi (ICT), perlu disusun Tata Kelola ICT yang menjadi bagian integral dari Enterprise Governance agar dapat menjamin pemanfaatan implementasi ICT yang optimal, terukur dan terarah.

Tata kelola TI merupakan tanggung jawab pimpinan perusahaan dan manajemen eksekutif dan merupakan bagian integral tata kelola perusahaan yang terdiri dari kepemimpinan dan struktur organisasi serta proses-proses yang menjamin bahwa organisasi TI dapat mendukung dan memperluas sasaran serta strategi organisasi.

PT Kereta Commuter Indonesia is a company providing commuter rail transportation services using Electric Rail Train facilities which always strives to provide optimal service and contribution to the community. KAI Commuter understands that the fast and dynamic development of information technology (IT). The Company is not only required to be able to adapt to these developments, but rather a requirement so that operational management can run effectively and efficiently and increase productivity. The presence of IT plays an important role in the retrieval, collection, processing, storage, dissemination, and presentation of information in the Company.

To implement the GCG principles, especially in the management of Information and Communication Technology (ICT), it is necessary to develop ICT Governance which is an integral part of Enterprise Governance in order to ensure the optimal, measurable and targeted utilization of ICT implementation.

IT governance is the responsibility of corporate leaders and executive management and is an integral part of corporate governance consisting of leadership and organizational structure and processes that ensure that IT organizations can support and expand organizational goals and strategies.





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Menurut ITGI (*IT Governance Institute*), tata kelola TI pada dasarnya berfokus pada dua hal yaitu bagaimana TI memberikan nilai tambah bagi bisnis dan penanganan risiko pada implementasi TI. Tujuan tata kelola TI menurut ITGI adalah mengarahkan investasi TI untuk menjamin performa TI memenuhi tujuan-tujuan berikut:

1. Kesesuaian TI dengan organisasi dan realisasi keuntungan yang dijanjikan
2. Penggunaan TI memungkinkan organisasi memaksimalkan manfaat dan memperbesar peluang
3. Pertanggungjawaban dalam penggunaan sumber daya TI
4. Manajemen yang sesuai dengan risiko-risiko yang berkaitan dengan TI.

According to ITGI (*IT Governance Institute*), IT governance basically focuses on two things, namely how IT provides added value to the business and risk management in IT implementation. The goal of IT governance according to ITGI is to direct IT investment to ensure IT performance meets the following objectives:

1. IT compatibility with the organization and the realization of promised benefits
2. IT utilization enables organizations to maximize benefits and maximize opportunities
3. Accountability in the use of IT resources
4. Management in accordance with IT-related risks.

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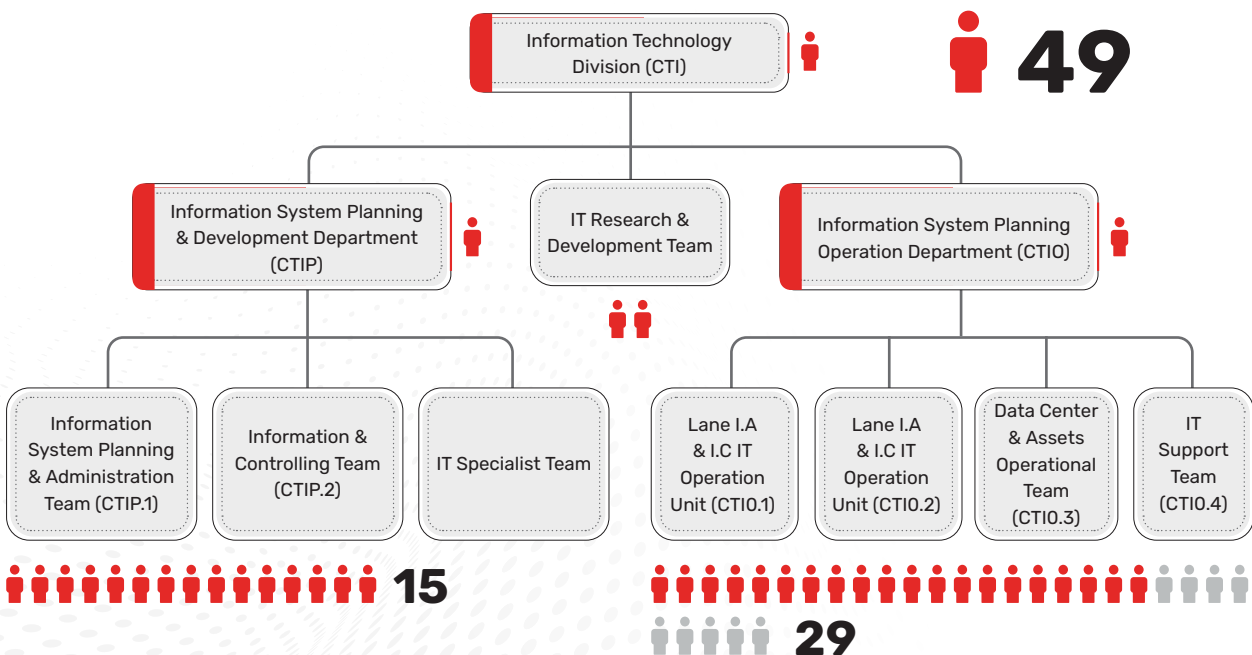
Information Technology

Tata kelola TI memperhatikan dua hal yaitu nilai tambah TI bagi bisnis dan mitigasi risiko TI. Nilai TI didorong oleh penyelarasan strategis TI dan bisnis, sedangkan mitigasi risiko didorong oleh tanggung jawab kepada organisasi. Keduanya membutuhkan dukungan dari sumber daya yang cukup dan dapat diukur untuk menjamin bahwa hasil yang diharapkan terpenuhi. Hal ini mengarah pada lima area utama untuk tata kelola TI yang didorong oleh nilai yang diberikan kepada stakeholder (*stakeholder value drivers*). Dua diantara area tersebut merupakan hasil, yaitu pengiriman nilai (*value delivery*) dan manajemen risiko (*risk management*). Tiga area lainnya merupakan pendorong, yaitu keselarasan strategis (*strategic alignment*), manajemen sumber daya (*resource management*), dan pengukuran performa (*performance measurement*).

Tata Kelola TI merupakan salah satu pilar utama dari *Good Corporate Governance* (GCG), maka dalam pelaksanaan Tata Kelola TI yang baik sangat memerlukan standar yang memberikan kerangka kerja tata kelola TI yang efektif, efisien dan mencerminkan suatu proses pengambilan keputusan yang baik serta kepemimpinan dalam penyelenggaraan Tata Kelola TI. Adapun struktur TI di Perseroan adalah sebagai berikut:

IT governance pays attention to two things, namely the added value of IT for business and IT risk mitigation. The value of IT is driven by strategic alignment of IT and business, while risk mitigation is driven by responsibility to the organization. Both require the support of sufficient and measurable resources to ensure that the expected results are met. This leads to five key areas for value-driven IT governance that is delivered to stakeholders (*stakeholders value drivers*). Two of these areas are results, namely delivery value and risk management. The other three areas are drivers, namely strategic alignment, resource management, and performance measurements.

IT Governance is one of the main pillars of *Good Corporate Governance* (GCG), thus in the implementation of good IT Governance really need standards that provide a framework for IT governance that is effective, efficient and reflects a good decision-making process and leadership in the implementation of IT Governance. The IT structure in the Company is as follows:



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Secara lebih spesifik, arsitektur TI di KAI Commuter adalah sebagai berikut:

In specific, the IT architecture at KAI Commuter is as follows:

Program	Pelaksanaan Tata Kelola Perusahaan / Implementation of Corporate Governance	Kebutuhan Dukungan IT / IT Support Requirements	
Operasi Perka / Perka Operation	Tata Kelola Perka / Perka Governance	<p>Perencanaan, <i>Monitoring & Evaluasi Perka</i> / Planning, Monitoring & Evaluation of Perka</p> <p>*Tidak mengendalikan Perka / *Does not control Perka</p>	<ul style="list-style-type: none"> • Sistem Informasi Jadwal Perjalanan / Trip Schedule Information System • Sistem Informasi <i>Tracking</i> Perjalanan / Trip Tracking Information System • Sistem Video <i>Monitoring</i> (CCTV) / Video Monitoring System (CCTV)
Sarana commuteline / commuteline Rolling Stocks	Tata Kelola Sarana commuteline / commuteline Rolling Stocks Governance	<p>Perencanaan Pengoperasian, <i>Monitoring & Evaluasi Sarana commuteline</i> / Operational planning, Monitoring & evaluation of commuteline Rolling Stocks</p>	<ul style="list-style-type: none"> • Sistem Informasi Rencana Stamformasi commuteline / Information System Plan commuteline stamlineups • Sistem <i>Monitoring & Informasi Realisasi SF</i> / Monitoring System & SF Realization Information
		<p>Perencanaan, Pemeliharaan & Evaluasi Sarana commuteline / Planning, Maintenance & evaluation of commuteline Rolling Stocks</p>	<ul style="list-style-type: none"> • Sistem Informasi <i>Monitoring Sarana</i> / Information System Monitoring Facility • Sistem Informasi Pemeliharaan Sarana / Information System Facility Maintenance
		<p>Pengoperasian & Evaluasi Fasilitas (Dipo) Pemeliharaan Sarana Commuteline / Operation & Facility Evaluation (DIPO) Maintenance Commuteline Rolling Stocks</p>	<ul style="list-style-type: none"> • Sistem Video <i>Monitoring Keamanan</i> (CCTV) / Security Video Monitoring System (CCTV)
Pengusahaan Penumpang / Passenger Business	Tata Kelola Usaha Core / Core Business Governance	<p>Perencanaan, Pengendalian & Evaluasi Penjualan Tiket (<i>Ticketing</i>) / Planning, Control & Evaluation of Ticket Sales (ticketing)</p>	<ul style="list-style-type: none"> • Sistem Otomatisasi Loker Penjualan / Sales Counter Automation System • Sistem Otomatisasi <i>Ticketing</i> (VM) / Ticketing Automation System (VM) • Sistem Informasi <i>Inventory & Distribusi Tiket</i> / Inventory Information System & Ticket Distribution • Sistem Video <i>Monitoring Loker</i> (CCTV) / Monitoring System (CCTV) • Sistem <i>Telephony</i> Terintegrasi-Loker (VoIP) / Counter-Integrated Telephony System (VoIP)
		<p>Perencanaan, Pengelolaan & Evaluasi Tarif & Penerapan Subsidi (PSO) / Planning, Control & Evaluation of Pricing and Subsidy Implementation</p>	<ul style="list-style-type: none"> • Sistem Informasi Formulasi Pentarifan / Tariff Formulation Information System • Sistem Otomatisasi Pentarifan (Automatic Fare Collection/AFC) / Automatic Fare Collection (AFC) System • Sistem Informasi <i>Database & Formulasi Subsidi</i> / Database Information System & Subsidy Formulation

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Program	Pelaksanaan Tata Kelola Perusahaan / Implementation of Corporate Governance	Kebutuhan Dukungan IT / IT Support Requirements
Pelayanan / Service	Tata Kelola Pelayanan / Service Governance	<ul style="list-style-type: none"> • Sistem Informasi Announcer Stasiun (ATA) / Station Announcer Information System (ATA) • Sistem Informasi Broadcast Gangguan Pelayanan / Service Disruption Broadcast Information System • Sistem <i>Telephony</i> Terintegrasi-Announcer (CCTV) / Integrated Telephony System- Announcer (CCTV) • <i>Public Interface</i> Informasi Pelayanan KRL kepada Penumpang / Public Interface of KRL Service Information to Passengers • Sistem Informasi <i>Help Desk</i> & Komplain Penumpang / Help Information System Desk & Passenger Complaints
	Perencanaan, Pengelolaan, <i>Monitoring</i> & Evaluasi Pelayanan Penumpang di Stasiun dan di commuterline / Planning, Management, Monitoring & Evaluation of Passenger Services at Stations and on commuterline	<ul style="list-style-type: none"> • Tools <i>Monitoring</i> Kehadiran Petugas Kebersihan (Absensi) / Tools of Monitoring the Attendance of Cleaning Service Personnel
Keamanan & Ketertiban / Security & Order	Tata Kelola Pengamanan / Security Governance	<ul style="list-style-type: none"> • Tools <i>Monitoring</i> Kehadiran Petugas (Absensi) / Tools of Monitoring the Attendance of Personnel • Sistem <i>Video Monitoring</i> (CCTV) / Video Monitoring System (CCTV)
	Perencanaan, Pengelolaan & Evaluasi Keamanan/ Ketertiban Stasiun & Lokasi Strategis / Planning, Management, Monitoring & Evaluation of Safety at the Station and on the commuterline	Perencanaan, Pengendalian & Evaluasi Keamanan/ Ketertiban di commuterline / Planning, Management, Monitoring & Evaluation of Security/Order on the commuterline
Keuangan / Finance	Perencanaan & <i>Monitoring</i> Realisasi Anggaran Perusahaan / Planning & Monitoring of Company Budget Realization	
	Tata Kelola Keuangan / Financial Governance	<ul style="list-style-type: none"> • Sistem Informasi Akuntansi & Keuangan Terintegrasi / Integrated Accounting & Financial Information System • Sistem Settlement Pendapatan Keuangan / Financial Income Settlement System • Sistem Verifikasi & Validasi Lalu Lintas Keuangan / Cash Flow Verification & Validation System
	Perencanaan, Pengelolaan & Evaluasi Akuntansi Perusahaan / Planning, Management & Evaluation of Corporate Accounting	
	Perencanaan, Pengelolaan & Verifikasi/Validasi Lalu Lintas Arus Kas Perusahaan / Planning, Management & Verification of Corporate Cash Flow	

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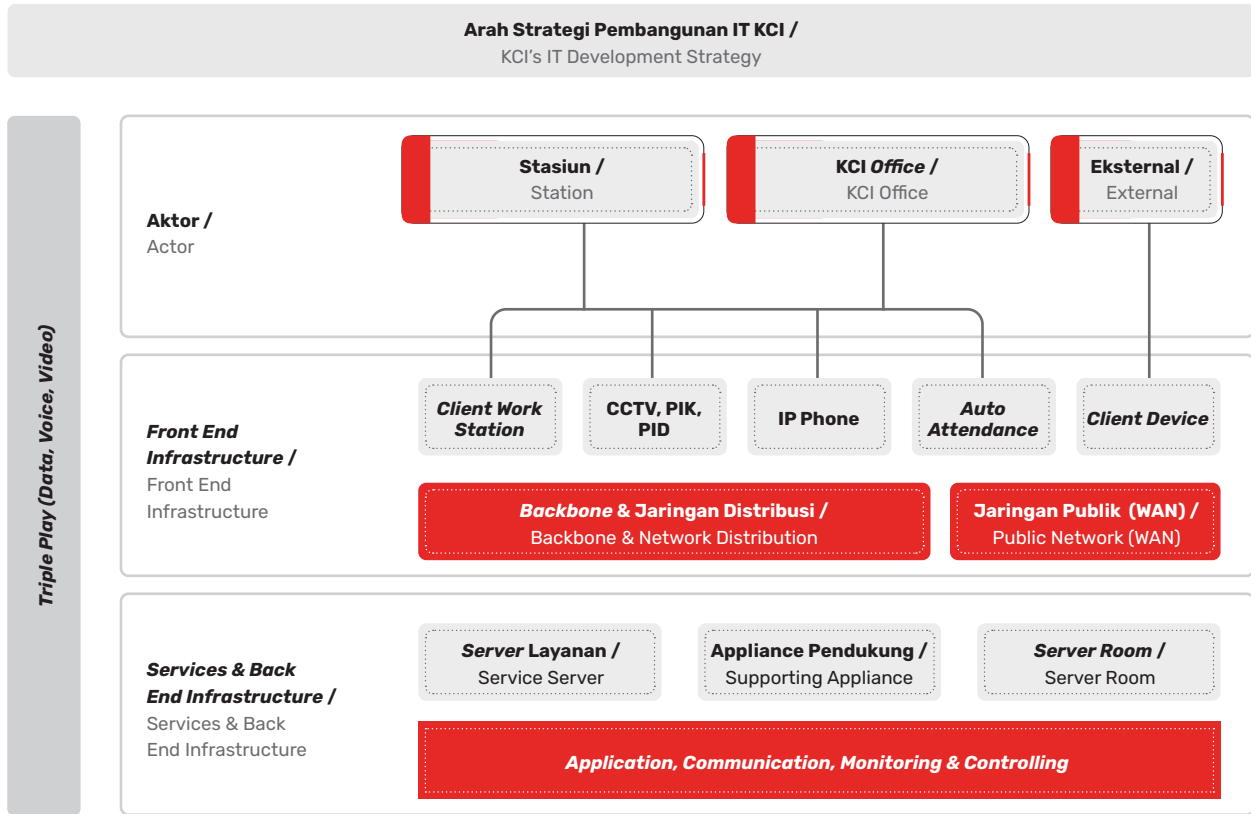
Program	Pelaksanaan Tata Kelola Perusahaan / <i>Implementation of Corporate Governance</i>		Kebutuhan Dukungan IT / <i>IT Support Requirements</i>
SDM / HC	Tata Kelola Personalia / HC Governance	Perencanaan, Pengelolaan, <i>Monitoring & Evaluasi</i> Personalia / Planning, Management, Monitoring & Evaluation of Personnel	<ul style="list-style-type: none"> Sistem Informasi HC Terintegrasi (HRIS) / HR Integrated Information System (HRIS) <i>Tools Monitoring</i> Kehadiran Karyawan (Absensi) / Tools of Monitoring Attendance
Logistik / Logistics	Tata Kelola Pengadaan & Logistik / Procurement & Logistics Governance	Perencanaan, Pengelolaan, <i>Monitoring & Evaluasi</i> Pengadaan / Planning, Management, Monitoring & Evaluation of Procurement	<ul style="list-style-type: none"> Portal Web Pengadaan (<i>Online Bidding</i>) / Procurement Web Portal (Online Bidding)
		Perencanaan, Pengelolaan, <i>Monitoring & Evaluasi</i> Logistik / Planning, Management, Monitoring & Evaluation of Logistics	<ul style="list-style-type: none"> Sistem Informasi Logistik Terintegrasi / Integrated Logistics Information System
Kesekretariatan / Secretariat	Tata Kelola Sekretariat Perusahaan / Corporate Secretariat Governance	Pengelolaan Kehumasan, Dokumentasi & Utilisasi Fasilitas Kesekretariatan / Management of HC, Documentation & Secretariat Facilities Utilization	<ul style="list-style-type: none"> Web Portal <i>Corporate</i> / Corporate Web Portal Sistem Informasi Dokumentasi Terintegrasi (E-doc) / Integrated Documentation Information System (E-doc)
Legal	Tata Kelola Hukum & Kepatuhan / Legal & Compliance Governance	Pembuatan & Pengarsipan Legal Dokumen / Drawing Up & Archiving of Legal Documents	Sistem Informasi Rekam & <i>Monitoring Legal Document</i> / Information System of Records & Monitoring of Legal Document
		<i>Monitoring</i> Kepatuhan Perusahaan / Company Compliance Monitoring	
Perencanaan Strategik / Strategic Planning	Tata Kelola Perencanaan / Planning Governance	<i>Monitoring, Evaluasi & Pelaporan</i> Pelaksanaan Perencanaan Strategik Perusahaan / Monitoring, Evaluation & Reporting of the Implementation of Corporate Strategic Planning	<ul style="list-style-type: none"> Sistem Informasi Rekam Perencanaan Strategik / Strategic Planning Records Information System Sistem Informasi <i>Monitoring & Pelaporan</i> Pelaksanaan Rencana Strategik / Monitoring and Reporting of the Strategic Planning Implementation Information System

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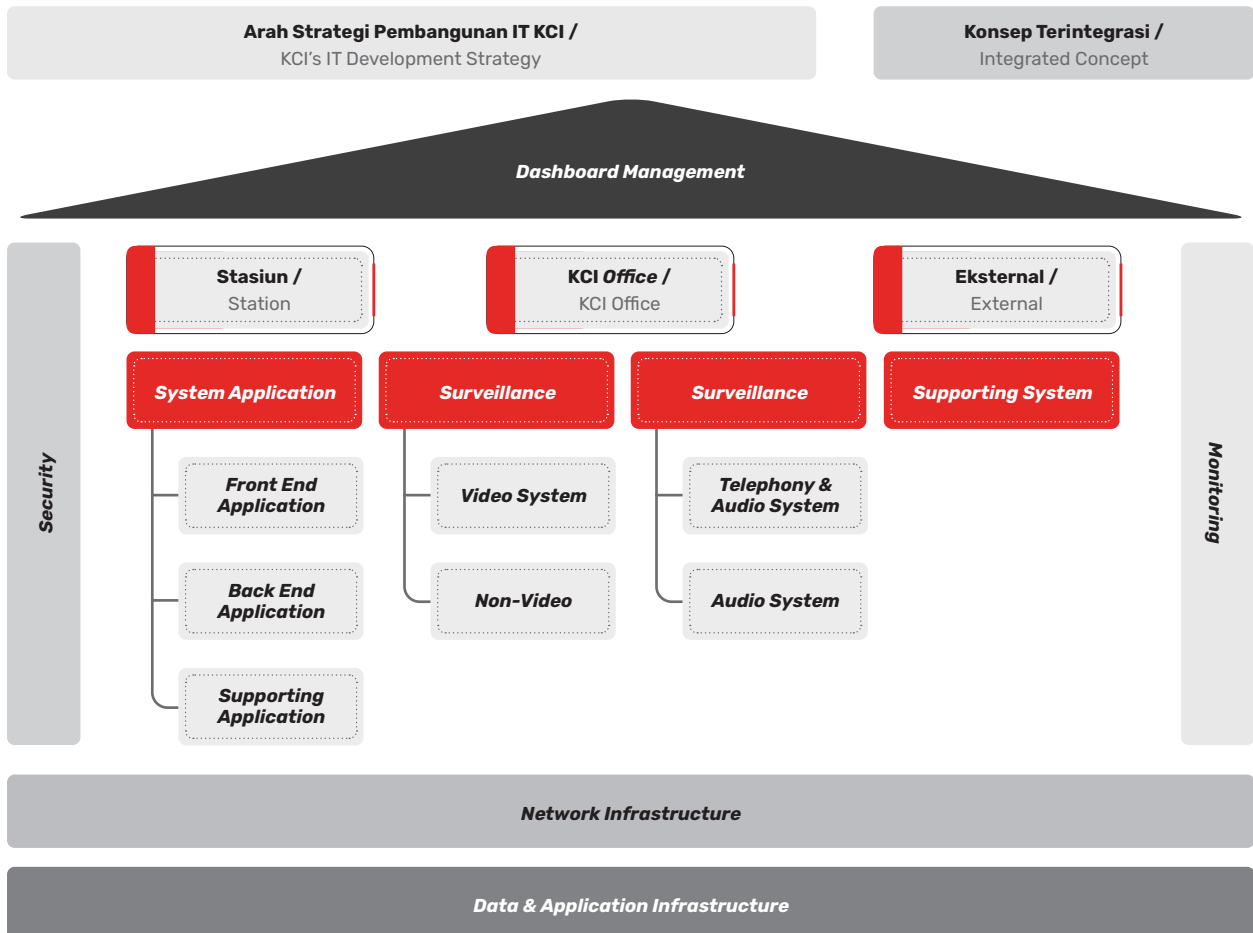
Information Technology

ARAH STRATEGI PEMBANGUNAN IT

IT DEVELOPMENT STRATEGY

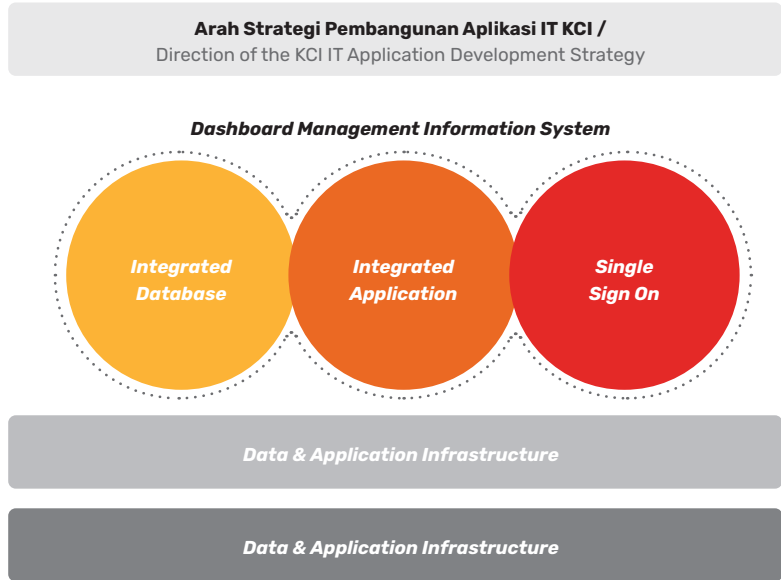


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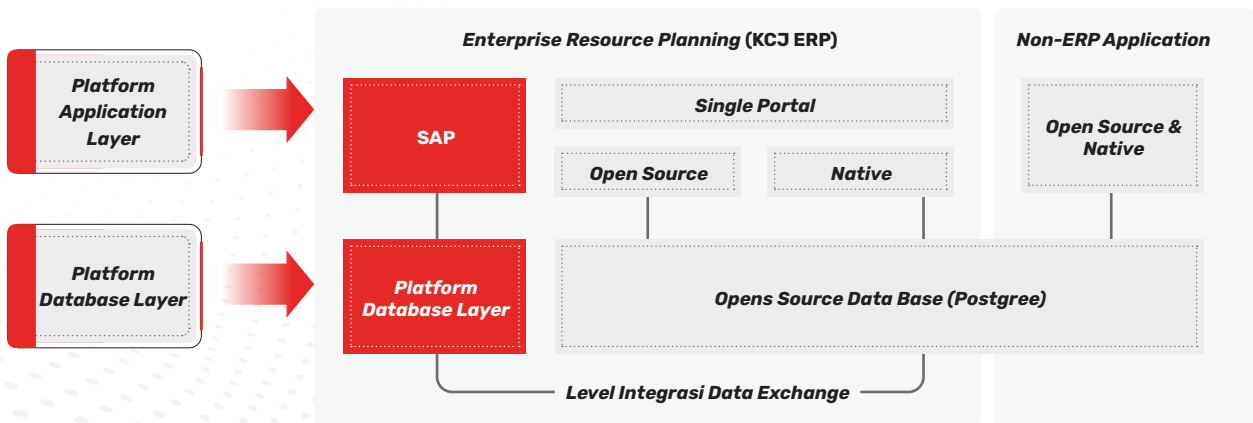


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Arsitektur Pembangunan Aplikasi / <i>Application Development Architecture</i>	
ERP	Ruang Lingkup / <i>Scope</i>
SAP	Akuntansi & Keuangan, FICO (<i>Financial & Controlling</i>), MM (<i>Material Management</i>), HCM (<i>Human Capital Management</i>), PM (<i>Plant Maintenance</i>) / Accounting and Finance, FICO (Financial & Controlling), MM (Material Management), HCM (Human Capital Management), PM (Plant Maintenance)
Single Portal Application	Sistem Informasi Produksi & Pendukung yang tidak tercakup dalam SAP / Production & Support Information Systems not covered by SAP
Public Application	Corporate Web Portal, Marketing Web Portal, Mobile Apps Info commuterline/Pelayanan / Corporate Web Portal, Marketing Web Portal, Mobile commuterline/Service Info Apps



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Strategi Pembangunan Aplikasi / Application Development Plan

Single Portal Application

- | | |
|---|---|
| <ul style="list-style-type: none"> • Sistem Informasi <i>Announcer</i> Stasiun (ATA) / Station Announcer Information System (ATA) • Sistem Informasi <i>Broadcast</i> Gangguan Pelayanan / Service Disruption Broadcast Information System • Sistem Informasi <i>Help Desk</i> dan <i>Komplain</i> Penumpang / Help Desk and Passenger Complaints Information System • Sistem <i>Announcement</i>/Peringatan Keselamatan / Announcement Alert System • Sistem Informasi Jadwal Perjalanan / Itinerary Information System • Sistem Informasi <i>Tracking</i> Perjalanan / Travel Tracking Information System • Sistem Informasi Gangguan/Keterlambatan/Pembatalan Perjalanan / Information System on Disturbance/Delay/ Cancellation of Travel • Sistem Informasi Dinasan Awak commuterline / Commuterline Crew Service Information System • Sistem Informasi Rencana Stamformasi commuterline / Commuterline Stamformation Plan Information System • Sistem <i>Monitoring</i> & Informasi Realisasi SF / SF Realization Monitoring & Information System | <ul style="list-style-type: none"> • Sistem Informasi <i>Monitoring</i> Sarana / Facility Monitoring Information System • Sistem Informasi Fasilitas & Akupansi Perawatan / Facility Information System & Care Accompaniment • Sistem Informasi Pengawasan Keamanan Terpadu (<i>Surveillance</i>) / Integrated Security Surveillance Information System • Sistem <i>Settlement</i> Pendapatan Keuangan / Financial Income Settlement System • Sistem Informasi Logistik Terintegrasi / Integrated Logistics Information System • Sistem Informasi Dokumentasi Terintegrasi (E-doc) / Integrated Documentation Information System (E- doc) • Sistem Informasi Rekam dan <i>Monitoring Legal Document</i> / Monitoring Information System Legal Documents • Sistem Informasi Rekam Perencanaan Strategik / Strategic Planning Record Information System • Sistem Informasi <i>Monitoring</i> & Pelaporan Pelaksanaan Rencana Strategis / Information System Monitoring & Reporting Strategic Plan Implementation |
|---|---|

Native

- | | |
|--|---|
| <ul style="list-style-type: none"> • Sistem Otomatisasi Loker Penjualan / Sales Counter Automation System • Sistem Otomatisasi Peniketan (VM) / Pick-up Automation System (VM) • Sistem Informasi <i>Inventory</i> & Distribusi Tiket / Inventory Information System & Ticket Distribution • Sistem Informasi Formulasi Pentarifan / Tariff Formulation Information System | <ul style="list-style-type: none"> • Sistem Otomatisasi Pentarifan (<i>Automatic Fare Collection/ AFC</i>) / Automatic Fare Collection (AFC) System • Sistem Informasi <i>Database</i> & Formulasi Subsidi / Database Information System & Subsidy Formulation • Sistem Absensi (<i>Auto Attendance</i>) / Attendance System (Auto Attendance) |
|--|---|

Arah Strategi Pembangunan Infrastruktur Jaringan / Network Infrastructure Development Strategy Plan

Keterangan / Description	Content	Triple Play (Data, Voice, Video)			
	Parameter	Skalabilitas / Scale	Keandalan / Capability	Ketersediaan / Availability	Keamanan / Security
Station Backbone Online		10G			
Backbone Data Centre					
Backbone DRC					
Backbone Online Dipo, Crew commuterline Online Dipo Back					
Jaringan Distribusi Stasiun / Station Distribution Network		1G	Industrial	Redundant (HA)	Trusted
Jaringan Distribusi Kantor Pusat / Head Office Distribution Network					
Jaringan Distribusi Dipo, Kantor Crew commuterline / Dipo Distribution Network, commuterline Crew Office					
Internet Public		1G			

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PENGEMBANGAN SISTEM TEKNOLOGI INFORMASI TAHUN 2021

KAI Commuter berkomitmen untuk terus melakukan pengembangan dan pemutakhiran sistem TI yang dimiliki. Untuk itu, Perseroan berupaya mengadaptasi infrastruktur teknologi terkini. Pengembangan TI di Perseroan antara lain difokuskan untuk mendukung percepatan proses bisnis serta proses pengambilan keputusan yang dilaksanakan secara terintegrasi. Pemanfaatan TI juga berguna untuk melakukan penyesuaian pola operasional Perseroan ke arah yang lebih efisien, tersinergi dengan perkembangan zaman, serta mendorong peningkatan daya saing. Hal tersebut bertujuan untuk mengakomodir kebutuhan Perseroan dan mendukung kegiatan operasional dalam rangka meningkatkan efisiensi waktu dan produktivitas sumber daya manusia yang dimiliki oleh Perseroan.

Untuk mewujudkan pelayanan dan kontribusi yang optimal kepada masyarakat, Peseroan telah melakukan sebuah inovasi terhadap mekanisme pembayaran tiket untuk penggunaan Jasa Angkutan Kereta Commuter, yaitu dengan menggunakan Uang Elektronik yang disebut Kartu Multi Trip (KMT). Dalam melaksanakan kegiatan Penyelenggaraan Uang Elektronik tersebut dibutuhkan kebijakan-kebijakan guna menunjang Penyelenggaraan Uang Elektronik. Tujuan dari kebijakan penyelenggaraan Elektronik yaitu untuk meminimalisir risiko yang timbul terhadap kegiatan Penyelenggaraan Uang Elektronik serta demi pelayanan yang lebih baik kepada masyarakat.

Pada tahun 2021, Perusahaan telah melakukan serangkaian pengembangan sistem TI antara lain:

1. 75 Unit *Gate* mendukung operasional *e-ticketing* pada lintas - lintas baru seperti lintas solo dan lintas merak PT. KAI Commuter, maka diperlukan pengadaan *Gate* yang mampu *handle* transaksi pembayaran *online* (*server based*) maupun pembayaran *offline* (*card based*).

DEVELOPMENT OF INFORMATION TECHNOLOGY SYSTEMS IN 2021

KAI Commuter is committed to continuously developing and updating its IT systems. To that end, the Company seeks to adapt the latest technology infrastructure. IT development in the Company, among others, is focused on supporting the acceleration of business processes and integrated decision-making processes. Utilization of IT is also useful for adjusting the Company's operational patterns to be more efficient, synergized with the times, as well as encouraging increased competitiveness. It aims to accommodate the needs of the Company and support operational activities in order to improve time efficiency and productivity of the Company's Human Capital.

To realize optimal service and contribution to the community, the Company has innovated the ticket payment mechanism for the use of Commuter Train Transport Services, namely by using Electronic Money called the Multi Trip Card (KMT). In carrying out the Electronic Money Operational activities, policies are needed to support the Electronic Money Operation. The purpose of the Electronic implementation policy is to minimize the risks that arise from Electronic Money Operation activities and for the sake of better service to the public.

In 2021, the Company has carried out a series of IT system developments, including:

1. 75 Gates Units has been installed to support *e-ticketing* operations on new tracks, including the solo and merak tracks of PT. KAI Commuter, thus, it is necessary to procure a *Gate* with the ability in handling online payment transactions (*server based*) and offline payments (*card based*).

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2. *Video Analytics* PT. Kereta Commuter Indonesia adalah untuk mencari solusi optimal dan terkini untuk meningkatkan fitur keamanan menggunakan CCTV.
 - a. Memenuhi kebutuhan sumber daya teknologi yang saat ini diperlukan oleh pihak PT. Kereta Commuter Indonesia untuk meningkatkan layanan dengan memberikan rasa aman yang lebih kepada penumpang.
 - b. Meminimalisir atau mencegah tindak kejahatan dengan menyediakan perangkat CCTV yang mampu melakukan *Analytics* pengenalan wajah yang nantinya dicocokkan dengan *database* para perilaku tindak kejahatan (*blacklist*) yang dimiliki oleh PT Kereta Commuter Indonesia.
 - c. Memberikan fungsi maksimal dengan adanya *real-time* notifikasi jika terjadi kesesuaian (*matching*) dengan *profile database blacklist* ke petugas berwenang agar segera ditindaklanjuti.
 - d. Mempersingkat waktu pencarian hasil perekaman ketika diminta melakukan pemeriksaan hasil rekaman oleh penumpang atau petugas yang berwenang.
 3. Pengembangan Infrastruktur virtualisasi, sistem *backup* dan teknologi replikasi yang terintegrasi, Peningkatan kapasitas *SAN Storage* guna menjaga *availability* dari sistem pada PT. Kereta Commuter Indonesia.
 4. Sistem Penerbitan Kartu E-Money melakukan pengembangan Aplikasi *Card Management System* PT. Kereta Commuter Indonesia sebagai pengelola instrumen pembayaran berbasis kartu / *chip-based* dan mendukung arahan strategis PT. KAI Commuter dalam integrasi antarmoda yang memungkinkan ticket PT.KCI dapat digunakan untuk pembayaran transaksi moda lain seperti LRT, MRT dan Jaklingko, maka diperlukan pengembangan dan perbaikan *system issuing* yang sebelumnya ada didalam aplikasi SOT (modul CMS) agar pengelolaan KMT dan layanan pembayaran dapat dilakukan dengan optimal sejalan dengan bisnis proses.
2. Video Analytics of PT. Kereta Commuter Indonesia is aimed to find optimal and up-to-date solutions to improve security features using CCTV.
 - a. Meet the needs of technological resources that are currently required by PT. Indonesian Commuter Trains to improve services by providing a greater sense of security to passengers.
 - b. Minimize or prevent crime by providing CCTV devices that are able to perform facial recognition analytics which will later be matched with a database of criminal behavior (blacklist) owned by PT Kereta Commuter Indonesia.
 - c. Provides maximum function with real -time notifications if there is a match with the profile database blacklist to the authorized officer for immediate action.
 - d. Shorten the search time for recording results when asked to check the recordings by passengers or authorized officers.
 3. Development of virtualization infrastructure, backup system and integrated replication technology, increasing SAN Storage capacity to maintain system availability at PT. Kereta Commuter Indonesia.
 4. The E-Money Card Issuance System has carried out development on Card Applications Management Systems PT. Kereta Commuter Indonesia as a card-based / chip-based payment instrument manager and a support for the strategic direction of PT. KAI Commuter in intermodal integration that allows PT.KCI tickets to be used for payment for other modes of transaction such as LRT, MRT and Jaklingko, thus it is necessary to develop and improve the system issuing which was previously in the SOT application (CMS module) so that KMT management and payment services can be carried out optimally in line with the business process.

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5. QR *Scanner Gate* pengembangan online *payment system* KAI Commuter yang ada, serta untuk dapat mengakomodir *multi source* instrumen Pembayaran *ServerBased* dan akseptansi Uang Elektronik *serverbased* sebagai tiket perjalanan commuterline.
 6. Peremajaan Server, UPS dan *Switch* dalam menyelenggarakan pelayanan kepada pelanggan utamanya yang terselenggara di setiap Stasiun pada saat ini telah menggunakan IT (*Information & Technology*) sebagai alat kerja utama. Konten informasi dan komunikasi, konten data, konten suara bahkan konten video adalah konten eksisting yang berjalan saat ini dimana seluruh konten merupakan informasi mengenai pola operasi perusahaan dan bersifat tertutup mengingat PT. Kereta Commuter Indonesia (KCI) memiliki koneksi jaringan ke seluruh Stasiun commuterline
 7. Infrastruktur jaringan IT menggunakan *fiber optic*, jaringan Metro-E dan *Broadband*
 8. *Fleetsight* Lanjutan tahap II untuk mengantisipasi insiden yang terjadi dalam perjalanan commuterline yang penyebabnya tidak bisa teridentifikasi, melalui:
 - 18 *Trainset* Telematik
 - 217 Video Pengawasan
 - Setiap rangkaian commuterline terpasang 2 unit GPS di kabin masinis
 - 17 *Trainset*
 - Pemasangan CCTV dilakukan di gerbong kedua. Pemasangan terdiri dari 1 unit MDVR untuk melakukan *recording*.
 9. Implementasi *E-Ticketing* untuk Wilayah Yogya-Solo yang mencakup:
 - Penambahan fitur transaksi *Topup* KMT dan *Sales* KMT menggunakan CVIM THB.
 - Aktivasi kartu pra bayar langsung pada *Gate*.
 - QR *Ticketing* menggunakan Link Aja.
5. QRScannerGate is aimed as a development of existing KAI Commuter online payment system, as well as to be able to accommodate multi source ServerBased Payment instruments and server-based Electronic Money acceptance as commuterline travel tickets.
 6. Update of Servers, UPS and Switches in providing services to main customers of stations which have applied IT (Information & Technology) as the main work tool. Information and communication content, data content, voice content and even video content are existing content currently running where all content is information about the company's operating patterns and is closed considering that PT. Indonesian Commuter Train (KCI) has network connections to all commuterline Stations.
 7. IT network infrastructure using fiber optic, Metro-E network and Broadband
 8. Fleetsight phase II to anticipate incidents that occur during commuterline trips whose causes cannot be identified, through:
 - 18 Telematic Trainsets
 - 217 Surveillance Videos
 - Each series of commuterline has 2 GPS units installed in the machinist's cabin
 - 17 Trainsets
 - CCTV installation is carried out in the second carriage. The installation consists of 1 MDVR unit for recording .
 9. Implementation of E-Ticketing for the Yogya-Solo Region which includes:
 - Addition KMT Topup and KMT Sales transaction features using CVIM THB.
 - Activation of prepaid card directly on Gate.
 - QR Ticketing by LinkAja.

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10. IT Capacity Planning

Pembuatan kajian terkait rencana pengembangan infrastruktur IT khususnya area *data center*, network *backbone* dan program investasi.

10. IT Capacity Planning

Make studies related to IT infrastructure development plans, especially in the data area center, network backbone and investment program.

Biaya Pengembangan Teknologi Informasi yang telah dikeluarkan Tahun 2021:

Information Technology Development Costs Incurred in 2021:

Pembelanaan Modal

(dalam rupiah penuh)

Uraian / Description	Pengadaan 75 Unit Gate / Procurement of 75 Gate Units	Pengembangan Infrastruktur IT / IT Infrastructure Development	Video Analytic	Sistem Penerbitan Kartu e-money / E-money card Issuance System	Total
RKA 2021	15.525.400.000	25.212.000.000	14.935.639.000	12.000.000.000	67.402.039.000
Pengajuan / Proposal	13.472.280.856	24.765.059.055	13.137.802.776	2.381.137.000	53.756.279.687
GAP	2.052.119.144	446.940.945	1.797.836.224	9.618.863.000	13.915.759.313
Realisasi / Realization	13.470.000.000	24.522.850.000	13.093.650.000	2.333.111.000	53.419.611.000
	87%	97%	88%	19%	79%

Capital Expenditure

(in full Rupiah)

Pembelanaan Operasional

(dalam rupiah penuh)

Uraian / Description	RKA 2021	PR	PO	GR
Perawatan Jaringan, Perangkat IT, dan Pengelolaan E-Ticketing / Maintenance of Network, IT Devices, and E-Ticketing Management	87.662.021.019	89.370.795.544	102%	87.934.266.275
Pengembangan Aplikasi dan Lisensi / Application Development and License	7.591.415.700	5.619.599.955	74%	4.840.473.832
Total	95.253.436.719	94.990.395.499	100%	92.774.740.107
				97%
				78.739.862.821
				83%

Operational Expenditure

(in full Rupiah)

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Perseroan juga melakukan pengembangan TI lainnya yang dideskripsikan melalui tabel berikut:

The Company also carries out other IT developments which are described in the following table:

Pengembangan Sistem Teknologi Informasi Tahun 2021

Information Technolgy System Development in 2021

No	Nama Aplikasi/Sistem / Name of Application/System	Tujuan Pembuatan / Development Objective	Uraian Singkat / Short Description	Unit Pengguna / User	Tampilan Aplikasi / Application View
1	Aplikasi SSO (Single Sign-On) / SSO (Single Sign-On) Application	Sentralisasi login aplikasi / product IT / Centralization of application login/IT product	Portal akses untuk aplikasi-aplikasi KAI Commuter yang sudah terintegrasi, dengan adanya portal ini diharapkan semua aplikasi di KAI Commuter Login dengan satu user untuk semua aplikasi. / Access portal for integrated KAI Commuter applications. Through this portal, all KAI Commuter's application login will be integrated into one user.	CTI	
2	Whistle Blowing System	Sarana masyarakat untuk melaporkan penyimpangan GCG yang dilakukan oleh pegawai KCI / Public facility to report GCG deviation of KCI employees	Sebuah portal yang bertujuan untuk mengajak seluruh stakeholder PT Kereta Commuter Indonesia untuk dapat berpartisipasi secara langsung dalam menerapkan prinsip-prinsip Good Corporate dengan cara melaporkan segala bentuk pelanggaran yang terjadi di Lingkungan PT Kereta Commuter Indonesia. / A portal that aims to invite all stakeholders of PT Kereta Commuter Indonesia to participate directly in implementing Good Corporate principles by reporting all forms of violations that occur within PT Kereta Commuter Indonesia.	CUL (GCG)	
3	Settlement RMU	Sistem penunjang pertukaran data settlement host to host KAI Commuter-RMU / Host to host settlement data exchange support system KAI Commuter-RMU	Aplikasi penunjang rekonsiliasi settlement KAI Commuter-RMU dalam penggunaan KMT di gate parkir ResParking di seluruh wilayah Jabodetabek. Aplikasi ini dikemas dalam format baru sehingga proses rekonsiliasi sampai pembayaran bisa dilakukan H+1 dari tanggal settlement. / Application to support KAI Commuter-RMU settlement reconciliation in using KMT at ResParking gates throughout Jabodetabek area. This application is packaged in a new format so that the reconciliation process until payment due can be made H+1 from the settlement date.	COC	





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No	Nama Aplikasi/ Sistem / Name of Application/ System	Tujuan Pembuatan / Development Objective	Uraian Singkat / Short Description	Unit Pegguna / User	Tampilan Aplikasi / Application View
4	Card Management System (CMS)	Sebagai <i>tools</i> untuk pengelolaan proses bisnis KAI Commuter sebagai <i>Card Issuer</i> (KMT) secara komprehensif / As a tool for managing KAI Commuter business processes as a Card Issuer (KMT) comprehensively	Aplikasi pendukung KMT sebagai <i>Card Issuer</i> . CMS ini disiapkan untuk mempermudah penerapan KMT diluar lingkungan KAI Commuter. / KMT supporting application as a Card Issuer. This CMS is prepared to facilitate the implementation of KMT outside the KAI Commuter environment.	COC – COCN/ COCP	
5	New KRL Access plus modul baca Saldo KMT / New KRL Access plus KMT Balance reading module	<i>Revamp mobile app</i> KRL Access dengan tampilan dan teknologi terbaru sesuai kebutuhan user / Revamp of KRL Access mobile app with the latest look and technology according to user needs	Aplikasi <i>Mobile</i> yang digunakan pengguna KRL untuk melihat jadwal, informasi posisi kereta, informasi kepadatan stasiun, informasi terkini terkait perjalanan commuterline dan pengecekan saldo KMT di perangkat hp yg mempunyai fitur NFC. / Mobile application that is used by KRL users to view schedules, train position information, station density information, the latest information regarding commuterline trips and check KMT balances on cellphone devices that have the NFC feature.	COC	
6	C-Vero Verifikasi Keuangan / C-Vero Financial Verification	Laporan pembukuan stasiun / Station bookkeeping report	Aplikasi yang mempermudah pemeriksa keuangan dalam melakukan proses verifikasi keuangan stasiun. Hal ini merupakan terobosan baru karena mengubah pelaporan manual menjadi pelaporan <i>online</i> . / An application that facilitates financial examiners to carry out the station's financial verification process. This is a new breakthrough because it changes manual reporting to online reporting.	CFF	

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No	Nama Aplikasi/ Sistem / Name of Application/ System	Tujuan Pembuatan / Development Objective	Uraian Singkat / Short Description	Unit Pengguna / User	Tampilan Aplikasi / Application View
7	Mobile Presensi / Mobile Attendance	Presensi Pegawai secara <i>Mobile</i> / Mobile Attendance for Employees	Aplikasi <i>mobile</i> yang mempermudah pegawai KAI Commuter dalam melakukan absensi beserta laporan presensinya. / A mobile application that makes it easier for KAI Commuter employees to mark attendance and make attendance reports.	CFH	
8	Settlement Railink	Dukungan sistem <i>settlement</i> untuk KAI Bandara dalam pengiriman data <i>settlement</i> transaksi ke bank yang bekerjasama Dukungan sistem <i>settlement</i> untuk KAI Bandara dalam pengiriman data <i>settlement</i> transaksi ke bank yang bekerja sama / Settlement system support for Airport KAI in sending transaction settlement data to collaborating banks	Sistem yang digunakan Railink untuk melakukan proses rekonsiliasi <i>settlement</i> dengan pihak perbankan yang bekerja sama dengan PT Railink. / System used by Railink to carry out the settlement reconciliation process with banks in collaboration with PT Railink.	COC	
9	Penerapan Teknologi Nifi dan Kafka / Nifi and Kafka Technology Application	Peningkatan dan perbaikan metode sinkronisasi data sebelumnya menggunakan teknologi yang baru. / Improvements to the previous data synchronization method using the new technology	Teknologi yang digunakan dalam proses sinkronisasi data transaksi dari <i>gate</i> dan stasiun ke server pusat SOTC. / Technology used in the synchronization process of transaction data from gates and stations to the SOTC central server.	COC	
10	PSO Online KAI Commuter	Memper memudahkan integrasi pelaporan PSO KAI Commuter dan KAI kepada DJKA. / Facilitate the integration of KAI Commuter and KAI PSO reporting to DJKA	Aplikasi untuk mempermudah unit terkait dalam pelaporan dan Anev PSO. / Application to facilitate related units in reporting and PSO Anev.	CFP	

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No	Nama Aplikasi/ Sistem / Name of Application/ System	Tujuan Pembuatan / Development Objective	Uraian Singkat / Short Description	Unit Pengguna / User	Tampilan Aplikasi / Application View
11	E-Office Modul CTOD (<i>Commuter Travel On Duty</i>) / E-Office Module CTOD (<i>Commuter Travel On Duty</i>)	Pengajuan G43 (Perjalanan Dinas Online / G43 (Business Travel) Online Submission	Salah satu modul di <i>e-Office</i> untuk memfasilitasi administrasi pegawai KAI Commuter yang akan melakukan perjalanan dinas secara <i>online</i> . / One of the modules in <i>e-Office</i> to facilitate the administration of KAI Commuter employees who will go on business travels.	CFH	
12	Self Assesment COVID-19	Pencatatan <i>self- assesment</i> gejala- gejala Covid-19 pegawai / Recording employee self- assessment of symptoms of Covid-19	Aplikasi web sebagai wadah untuk pencatatan <i>self-assesment</i> gejala-gejala Covid-19 pada pegawai KAI Commuter sebelum berangkat kerja ke kantor. / This web application serves as a place for recording the self-assessment of COVID-19 symptoms for KAI Commuter employees before leaving for work.	CFH	
13	Pengembangan KRL Akses / KRL Access Development	Revamp <i>mobile app</i> KRL Access dengan tampilan dan teknologi terbaru sesuai kebutuhan <i>user</i> . / Revamp <i>mobile app</i> KRL Access with the latest appearance and technology according to user needs.	Menambahkan modul booking antrian di stasiun dalam rangka mencegah kerumunan orang di stasiun di masa Pandemi. / Added queue booking module at stations in order to prevent crowds of people at stations during the Pandemic.	COC	
14	Integrasi <i>Fleet Sight</i> dan C-Track / <i>Fleet Sight</i> and C-Track Integration	Pemutakhiran data posisi kereta C-Track dari sistem <i>Fleetsight</i> / Update of C-track train position data from <i>Fleetsight</i> system	Pengiriman data dari Server <i>Fleetsight</i> ke Server KAI Commuter dan Data sudah dapat ditampilkan pada <i>environment</i> server <i>development</i> C-Track. / Sending data from Server <i>Fleetsight</i> to KAI Commuter Server and Data can be displayed on C-Track development server environment.	COT	
15	Pengembangan SOT / SOT Development	Revamp aplikasi SOT <i>existing</i> dengan penambahan fitur yang belum tersedia di SOT <i>existing</i> . / Revamp existing SOT applications with additional features that are not yet available in existing SOT	Pengembangan Sistem Otomatisasi <i>Ticketing</i> yang sesuai dengan standar peraturan Bank Indonesia terutama dalam hal keamanan <i>password</i> dan kesesuaian lainnya. / Development on <i>Ticketing</i> Automation System that complies with Bank Indonesia regulatory standards, especially in terms of <i>password</i> security and other compliance.	COC	

TEKNOLOGI INFORMASI

Information Technology

No	Nama Aplikasi/ Sistem / Name of Application/ System	Tujuan Pembuatan / Development Objective	Uraian Singkat / Short Description	Unit Pengguna / User	Tampilan Aplikasi / Application View
16	Pengembangan Enkripsi Konfigurasi Gate / Gate Configuration Encryption Development	Enrichment Security Front End Application	Mengubah file konfigurasi di gate menjadi terenkripsi. / Changed the configuration file at the gate to be encrypted.	CTI	
17	Integrasi antar moda / Intermodal integration	Perluasan akseptansi penggunaan KMT di luar ekosistem KAI Commuter / Expanding acceptance of the use of KMT outside the KAI Commuter ecosystem	Perluasan penggunaan Kartu Multi Trip (KMT) untuk mendukung integrasi antar moda KAI Bandara dan operator-operator transportasi umum Jabodetabek yang tergabung dalam Jaklingko. / Expansion of the use of the Multi Trip Card (KMT) to support intermodal integration of Airport KAI and Jabodetabek public transportation operators who are members of Jaklingko.	COC	
18	Project Pengembangan Pembayaran E-Ticketing menggunakan QR Link Aja / Ticketing Payment Development Project using LinkAja QR	Enrichment pilihan dan metode pembayaran di gate dan CVIM. / Enrichment of options and payment methods at the gate and CVIM.	Pengembangan metode pembayaran atas transaksi yang terjadi di E-Gate dan Commuter Vending Machine (CVIM) menggunakan QR. / Development of payment methods for transactions that occur at E- Gate and Commuter Vending Machine (CVIM) using QR.	COC	

RENCANA PROGRAM PENGEMBANGAN TEKNOLOGI INFORMASI DI TAHUN 2022

INFORMATION TECHNOLOGY DEVELOPMENT PLANS FOR 2022

No	Program	Strategic Alignment					Effort	2022			
		OP	FP	IK	PB	RL		1	2	3	4
S01	Card Management System (CMS)	●	●	●	●		High				
S03	QR Ticketing System (QTS) (ABT)	●	●	●	●	●	High				
S04	Digitalisasi Sarana / Rolling Stock Digitization	●	●		●	●	High				
S06	Enterprise Risk Management	●	●				Medium				
S08	Dashboard Management	●	●				Medium				
S09	Safety Railways Information (SRI)	●			●		Medium				
S10	RDS V.3 (CDS Reborn)	●				●	Medium				
S11	C-Access Revamp	●	●	●	●		Very High				
S14	Ekspansi KA Lokal (Wilayah 2 dan 8) RTS 4.0 / Expansion of Local KA (Area 2 and 8)			●	●		Medium				

TEKNOLOGI INFORMASI

Information Technology

No	Program	Strategic Aligment					Effort	2022			
		OP	FP	IK	PB	RL		1	2	3	4
S15	Data Governance	●	●		●		Medium				
S16	Monitoring Sarana (Fleetsight) / Rolling Stock Monitoring (Fleetsight)	●	●		●		Low				
S17	CCTV Analytic	●	●				Medium				
S18	Modifikasi Gate plus QR Scanner Gate / Modification of Gates and Gate QR Scanner	●	●	●	●	●	Low				
S19	Network Revamp	●	●		●		High				
S20	Implementasi DRC / DRC Implementation	●					High				
R01	Trans Pakuan	●	●	●			Medium				
R02	Perawatan Jaringan Perangkat IT & DC / Maintenance of IT Device & DCNetwork	●	●		●		Medium				
R03	Sewa Jaringan Provider / Provider Network Lease	●	●				Low				
R04	Manage Service E-Ticketing	●	●	●			Medium				
R05	Sewa Data Center / Data Center Lease	●	●		●		Low				
R06	Pengadaan Outsource IT / IT Outsource Procurement	●	●		●		Low				
R07	IT Maturity Level	●	●		●		High				
R08	ISO 27001	●	●		●		High				
R09	ISO 20000	●	●		●		High				
R10	Capacity Planning	●	●		●		Low				
R12	Penyelesaian IT Change Request / Completion of IT Change Request	●	●	●	●		High				
R13	IT Security (Hardware and Software)	●	●		●		Medium				
R14	BRT Solo		●	●			Medium				
R15	Trans Jateng		●	●			Medium				
R16	KA Feeder KCIC-KCI		●	●			Medium				
R17	Lisensi Software / Software Licensing	●	●				Low				
R18	KA Basoeta dengan Tap on Train / Basoeta Train with Tap on Train		●	●	●		Medium				
R19	Pentest dan Stresstest Aplikasi / Pentest and Stresstest of Applications	●					Medium				
R22	Redesign Corporate Web		●				High				
R23	Intermoda dengan Gojek / Intermodal with Gojek	●	●	●			Medium				
R24	Integrasi dengan JakLingko / Integration with JakLingko	●	●	●			Medium				
R25	Supporting LRT Jabodebek			●			Medium				





Analisis dan Pembahasan Manajemen Management Discussion and Analysis

05

Pada tahun 2021, Perseroan meraih pendapatan sebesar Rp2,40 triliun, naik sebesar Rp512,18 miliar atau 27,15% dibanding tahun 2020

In 2021, the Company achieved revenue of Rp2.40 trillion, an increase of Rp512.18 billion or 27.15% compared to 2020



ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

TINJAUAN MAKROEKONOMI

Ekonomi Global

Pemulihan ekonomi global tetap berjalan meskipun berbagai negara mengalami tren perlambatan di akhir tahun 2021, dampak penyebaran varian Delta serta munculnya Omicron sebagai *variant of concern* (VOC) baru juga menambah tantangan terhadap pengendalian pandemi. Ekonomi dunia secara keseluruhan tumbuh 5,9% pada tahun 2021, naik dari tahun sebelumnya yang justru berkontraksi 3,1%. Walau demikian, IMF (*International Monetary Fund*) memproyeksikan pertumbuhan ekonomi dunia melambat menjadi 4,9% pada 2022. Hal yang sama terjadi untuk negara maju dan berkembang.

Pesatnya penyebaran Covid-19 varian Omicron menunjukkan bahwa pandemi belum sepenuhnya usai dan kemungkinan akan terus mengganggu stabilitas ekonomi. Selain itu, perlambatan yang signifikan terjadi di negara-negara ekonomi utama, termasuk Amerika Serikat dan China, akan membebani permintaan eksternal di negara-negara berkembang.

Ekonomi negara maju diproyeksi pulih dari -4,5% pada 2020 mencapai angka 5,2% pada 2021. Pertumbuhannya kemudian melambat menjadi 4,5% pada tahun depan. Sementara, ekonomi negara berkembang tumbuh 6,4% pada 2021, lebih baik dari tahun lalu yang berkontraksi 2,1%. Pertumbuhan ekonomi negara berkembang lalu diproyeksikan melambat menjadi 5,1% pada 2022. Kondisi tersebut terjadi lantaran masih ada ketidakpastian seberapa cepat pandemi virus corona Covid-19 dapat diatasi.

MACROECONOMIC OVERVIEW

Global Economy

The global economy managed to keep recovering despite the slowdown experienced by a number of countries at the end of 2021, the impact of the spread of the Delta variant and the emergence of Omicron as a new variant of concern (VOC) also adds to the challenges of controlling the pandemic. The overall world economy grew by 5.9% in 2021, an increase from the previous year which contracted 3.1%. However, the International Monetary Fund (IMF) projects that world economic growth will slow to 4.9% in 2022 which would occur in both developed and emerging economies.

The rapid spread of the Omicron variant of Covid-19 shows that the pandemic is not completely over and would likely to continue to disrupt economic stability. In addition, a significant slowdown in developed economies, including the United States and China, will weigh on external demand in developing countries.

The economy of developed countries is projected to recover from -4.5% in 2020 to 5.2% in 2021. Its growth will then slow to 4.5% next year. Meanwhile, emerging economies grew 6.4% in 2021, an improvement from last year's 2.1% contraction. The economic growth of emerging economies is then projected to slow to 5.1% in 2022. This condition occurs due to the remaining uncertainty on the Covid-19 pandemic.



ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis



	2019	2020	2021
Global	2,4%	-3,1%	5,9%
Negara Maju / Developed Economies	1,6%	-4,5%	5,2%
Negara Berkembang / Emerging Economies	3,5%	-2,1%	6,4%

Sumber: IMF (*International Monetary Fund*)

Source: IMF (*International Monetary Fund*)

Ekonomi Nasional

Indonesia juga mulai mengalami pertumbuhan ekonomi seiring dengan adanya pemulihan secara bertahap di seluruh dunia. Secara keseluruhan tahun, ekonomi Indonesia naik sebesar 3,69% serta berhasil mencatatkan pertumbuhan di atas 5% pada kuartal IV tahun 2021. Ini membuat Produk Domestik Bruto (PDB) Tanah Air sepanjang 2021 tumbuh positif pada 2021, setelah tahun sebelumnya terkontraksi secara signifikan.

National Economy

The economy in Indonesia also began to grow in line with the gradual recovery around the world. In overall, the Indonesian economy increased by 3.69% and managed to record growth of above 5% in the fourth quarter of 2021. This made the Gross Domestic Product (GDP) of the country throughout 2021 grow positively in 2021, after the significantly contracted in the previous year.

Indikator / Indicator	2021	2020	2019	2018
Pertumbuhan Ekonomi Nasional (PDB) (%) / National Economic Growth (GDP) (%)	3,69	(2,07)	5,02	5,17
PDB per Kapita (USD) / GDP per Capita (%)	4.349	3.917	4.192	3.945
Neraca Perdagangan (USD Miliar) / Trade Balance (USD Billion)	35,34	21,75	(3,59)	(8,70)
Suku Bunga Acuan (%) / Benchmark Interest Rate (%)	3,50	3,75	5,00	6,00
Inflasi (%) / Inflation (%)	1,30	1,69	2,59	3,13

Sumber: BPS (Badan Pusat Statistik), Kementerian Keuangan, Bank Indonesia

Source: BPS (Statistics Indonesia), Ministry of Finance, Bank Indonesia

Meskipun ada pertumbuhan pada tahun 2021 dibanding tahun sebelumnya, adanya ancaman ketidakpastian ekonomi akibat belum pulihnya Covid-19 secara total dapat membuat proyeksi pertumbuhan di tahun selanjutnya akan menjadi sebuah tantangan. Pertumbuhan ekonomi pada kuartal IV 2021 ini tercatat lebih tinggi dibandingkan dengan pertumbuhan ekonomi beberapa negara mitra dagang utama Indonesia. Perekonomian global secara perlahan-lahan mulai bangkit tercermin dari pertumbuhan ekonomi Indonesia kuartal IV/2021 yang sebesar 5,02% secara tahun ke tahun dan mencatat pertumbuhan lebih tinggi dari pertumbuhan ekonomi China yang sebesar 4% atau Korea Selatan sebesar 4,1%. PDB per kapita Indonesia sendiri pada tahun 2021 tercatat sebesar USD4.349 atau naik sebesar 9,3% dari tahun sebelumnya.

Even though the economy managed to show growth in 2021 compared to the previous year, the threat of economic uncertainty due to the COVID-19 which has not fully recovered, has the potential to bring challenges to the projected growth in the following year. Economic growth in the fourth quarter of 2021 was recorded to be higher than the economic growth of several of Indonesia's main trading partners. The global economy is slowly starting to rise, as reflected in Indonesia's economic growth in the fourth quarter of 2021 which was 5.02% year-on-year and recorded growth that was higher than China's 4% economic growth or South Korea's 4.1%. Indonesia's GDP per capita in 2021 was recorded at USD4,349, an increase of 9.3% from the previous year.

Kementerian Keuangan (Kemenkeu) mencatatkan bahwa realisasi pendapatan negara mencapai Rp2.003,1 triliun sepanjang 2021. Angka itu tumbuh 21,6% dari periode yang sama tahun sebelumnya yang berada pada angka sebesar Rp1.647,8 triliun. Pencapaian tersebut melampaui target Anggaran Pendapatan Belanja (APBN) 2021 dengan realisasi mencapai 114,9% dari target yang diharapkan. Tercatat, target pendapatan negara dalam APBN tahun ini sebesar Rp1.743,6 triliun.

The Ministry of Finance (Kemenkeu) recorded that the realization of state revenues reached Rp2,003 trillion throughout 2021. This figure grew 21.6% from the same period in the previous year which was at Rp1,647.8 trillion. This achievement exceeded the target of the 2021 State Budget (APBN) with the realization reaching 114.9% of the expected target. The target of state revenue in this year's APBN was recorded at Rp1,743.6 trillion.

Pendapatan Negara Tahun 2021

Jenis Pendapatan / Type of Revenue	Jumlah Pendapatan (Triliun) / Total Revenue (Trillion)		Pertumbuhan (%) / Growth (%)
	2021	2020	
Pajak / Tax	1.277,5	1.072,1	19,2
Penerimaan Negara Bukan Pajak (PNBP) / Non-Tax State Revenue (PNBP)	452	343,8	31,5
Kepabeanan dan Cukai / Customs and Excise	269	213	26,3

Sumber: Kementerian Keuangan (Kemenkeu)

State Revenue in 2021

Source: Ministry of Finance

TINJAUAN INDUSTRI TRANSPORTASI

Badan Pusat Statistik (BPS) melaporkan produk domestik bruto (PDB) atas dasar harga berlaku (ADHB) sektor transportasi dan pergudangan mencapai Rp719,63 triliun pada tahun 2021. Nilai tersebut persinya hanya sebesar 4,24% dari PDB nasional. Jika diukur atas dasar harga konstan (ADHK), PDB sektor transportasi dan pergudangan tumbuh 3,24% menjadi Rp406,19 triliun pada 2021 dari tahun sebelumnya. Capaian tersebut lebih tinggi dibanding tahun 2020 yang mengalami kontraksi sedalam 15,05%.

Diberlakukannya pembatasan kegiatan sosial guna memutus rantai penyebaran virus corona membuat sektor transportasi lumpuh di tahun pertama pandemi Covid-19. Mobilitas masyarakat turun drastis sehingga sektor tersebut mengalami pertumbuhan negatif pada 2020. Sepanjang 2011-2019, sektor transportasi dan pergudangan nasional rata-rata tumbuh 7,31% per tahun. Pertumbuhan tertingginya mencapai 8,49% pada 2017 dan terendah 6,38% pada 2019. Hal ini menunjukkan bagaimana pertumbuhan sektor transportasi dan pergudangan pada tahun 2021 belum mampu pulih ke level seperti sebelum terjadinya pandemi.

TRANSPORTATION INDUSTRY OVERVIEW

Statistics Indonesia (BPS) reported that the gross domestic product (GDP) at current prices (ADHB) in the transportation and warehousing sector reached Rp719.63 trillion in 2021. This value is only 4.24% of the national GDP. If measured on the basis of constant prices (ADHK), the GDP of the transportation and warehousing sector grew 3.24% to Rp406.19 trillion in 2021 from the previous year. This achievement is higher than in 2020 which experienced a contraction of 15.05%.

The imposition of restrictions on social activities in preventing the spread of the coronavirus made the transportation sector to decline in the first year of the Covid-19 pandemic. Public mobility fell drastically so that the sector experienced negative growth in 2020. During 2011-2019, the national transportation and warehousing sector grew 7.31% per year on average. The highest growth reached 8.49% in 2017 and the lowest was 6.38% in 2019. This indicates that the growth of the transportation and warehousing sector in 2021 has not been able to recover to its pre-pandemic conditions.



“

Selama tahun 2021 total volume penumpang adalah sebesar 131.148.587, turun 15,59% dari tahun 2020 sebesar 155.378.627. Namun angka ini sudah cukup menunjukkan pencapaian sebesar 72,53% dari program RKAP 2021.

Throughout 2021 the total passenger volume was 131,148,587, a decrease of 15.59% from 2020 of 155,378,627. However, this figure is sufficient to show the achievement of 72.53% of the 2021 RKAP program.



Pertumbuhan sektor transportasi juga masih berada di bawah pertumbuhan ekonomi Indonesia yang mencapai 3,69% pada tahun 2021. Prospek transportasi dan logistik di Indonesia sangat bagus, dikenal sebagai ekonomi terbesar di Asia Tenggara, sektor transportasi dan logistik Indonesia berperan sangat penting, menjadikan Indonesia salah satu yang paling berpengaruh. Indonesia merupakan negara kepulauan dengan lebih dari 17.500 pulau. Negara ini melintang sepanjang 5.120 kilometer dari timur ke barat dan 1.760 kilometer dari utara ke selatan sehingga potensi untuk mengembangkan cakupan transportasi masih sangat luas.

The growth of the transportation sector was also still below Indonesia's economic growth which reached 3.69% in 2021. The prospect of transportation and logistics in Indonesia is in the positive mark. Being known as the largest economy in Southeast Asia, Indonesia's transportation and logistics sector plays a very important role, making Indonesia one of most influential country. Indonesia is an archipelagic country with more than 17,500 islands. The country spans 5,120 kilometers from east to west and 1,760 kilometers from north to south, thus, it possesses high potential for developing transportation coverage.



Pemerintah Indonesia memiliki visi untuk mengembangkan sistem kereta api perkotaan yang terintegrasi dengan moda transportasi yang berbeda. Kebutuhan untuk kereta api perkotaan di Indonesia diidentifikasi atas dasar bahwa penyediaan layanan harus tersedia di kota-kota besar dengan populasi yang telah mencapai lebih dari tiga juta atau pergerakan/mobilitas masyarakat di perkotaan sudah memerlukan angkutan umum berbasis rel.

Moda transportasi kereta api menjadi salah satu moda yang diandalkan khususnya untuk mobilitas masyarakat secara massal. Maka dari itu, pembangunan sejumlah jalur kereta api turut masuk dalam Proyek Strategis Nasional (PSN). Pelaksanaan PSN menitikberatkan pada pembangunan fisik dan nonfisik yang mempunyai peran penting untuk meningkatkan pertumbuhan ekonomi masyarakat melalui pendekatan pembangunan infrastruktur kewilayahan.

The Indonesian government has a vision to develop an integrated urban rail system with different modes of transportation. The need for urban rail in Indonesia was identified on the basis that the provision of services must be available in large cities with a population that has reached more than three million or the movement/mobility of people in urban areas already requires rail-based public transport.

Rail transportation is one of the most reliable transportation modes, especially for mass mobility of the people. Therefore, the construction of a number of railway lines is included in the National Strategic Project (PSN). The implementation of PSN focuses on physical and non-physical development which have an important role to increase community economic growth through a regional infrastructure development approach.

Direktorat Jenderal Perkeretaapian (DJKA) Kementerian Perhubungan mencatat telah membangun 177,26 Km jalur kereta api di seluruh Indonesia sepanjang 2021. Dari keseluruhan pembangunan jalur baru tersebut, 49,60 Km sudah diselesaikan di tahun 2021, sementara sisanya sepanjang 127,66 Km pembangunannya masih berlanjut.

DJKA juga melakukan penyelesaian jalur elektrifikasi sepanjang 62,8 Km lintas Jogja-Solo di awal tahun 2021 sebagai bentuk peningkatan pelayanan serta sebagai commuterline pertama di luar Jabodetabek. Di samping itu, selama tahun 2021, DJKA juga telah melakukan peningkatan jalur KA sepanjang 144,03 Km, di mana sepanjang 86,83 Km di antaranya sudah selesai dan sepanjang 57,20 Km masih berjalan.

Di sisi lain DJKA juga mencatat realisasi penyerapan anggaran yang dicapai hingga per Desember 2021 sudah menyentuh kisaran 96,04% atau setara Rp7,96 triliun dari total pagu Rp8,29 triliun. Besaran serapan anggaran yang berhasil dicapai oleh DJKA ini tidak terlepas dari komitmen untuk mendorong perwujudan konektivitas transportasi kereta api di tengah pandemi sebagaimana instruksi Pemerintah Republik Indonesia.

Komitmen DJKA untuk menyelesaikan proyek-proyek pembangunan dan peningkatan jalur kereta api yang sudah masuk ke dalam *Outlook* Pembangunan Perkeretaapian 2022 adalah seperti beberapa program pembangunan prasarana antara lain: Elektrifikasi Jalur KA Lintas Solo Balapan-Solo Jebres (3,5 Km), *Double Track* lintas Bogor-Sukabumi (26,8 Km), *Double Track* Kiaracandong-Cicalengka Tahap 1 dan 2 (22,17 Km), jalur ganda KA Mojokerto-Sepanjang (33 Km), jalur KA Maros-Barru (59,6 Km) serta *Engineering Service* Jakarta MRT East-West Project (Phase I). Berikut merupakan proyeksi pengembangan kereta api perkotaan.

The Directorate General of Railways (DJKA) of the Ministry of Transportation noted that it has built 177.26 km of railway lines throughout Indonesia throughout 2021. Of the total construction of the new line, 49.60 km have been completed in 2021, while the remaining 127.66 km is still under construction.

DJKA also completed the 62.8 km electrification route across Jogja-Solo in early 2021 as a form of service improvement and as the first commuterline outside Jabodetabek. In addition, during 2021, DJKA has also improved the railway line along 144.03 Km, of which 86.83 Km have been completed and 57.20 Km are still running.

On the other hand, DJKA also noted that the realization of budget absorption as of December 2021 had touched the range of 96.04% or equivalent to Rp7.96 trillion of the total ceiling of Rp8.29 trillion. The amount of budget absorption that was successfully achieved by DJKA is inseparable from the commitment to encourage the realization of rail transportation connectivity in the midst of a pandemic as instructed by the Government of the Republic of Indonesia.

DJKA's commitment to completing development projects and improving railway lines stipulated in the 2022 Railway Development Outlook includes several infrastructure development programs, including: Electrification of the Solo Balapan-Solo Jebres Railway (3.5 Km), Double Track crossing Bogor-Sukabumi (26.8 Km), Double Track Kiaracandong-Cicalengka Phases 1 and 2 (22.17 Km), Mojokerto-Sepanjang Double Track (33 Km), Maros-Barru Railway (59.6 Km) and Engineering Service Jakarta MRT East-West Project (Phase I). The following is a projected urban railway development.

Wilayah / Area	Total Panjang Rel (km) / Total Rail Length (km)	Tahun Pembangunan / Year of Development
Jawa-Bali / Java-Bali		
Jabodetabek	900	2010-2025
Bandung	100	2015-2025
Surabaya	420	2015-2025
Semarang	240	2020-2025
Yogyakarta	80	2020-2025
Malang	140	2025
Denpasar	150	2025
Luar Jawa-Bali / Outside of Java-Bali		
Medan	240	2020-2025
Palembang	240	2020-2025
Pekanbaru	370	2025
Pacang	340	2025
Bandar Lampung	180	2020-2025
Makassar	170	2020-2025
Total	3.700	

Hasil peningkatan dan perawatan jalur kereta api ini, selanjutnya dinilai berdasarkan *Track Quality Index* (TQI). TQI merupakan suatu ukuran nilai (*index*) yang digunakan untuk menyatakan tingkat kualitas keteraturan suatu rel. Indeks TQI ini yang kemudian dijadikan acuan untuk menentukan ambang batas kecepatan yang diperbolehkan saat kereta api melintas.

Hasilnya diperoleh TQI sebesar 90,36% untuk kategori I dan II, yang berarti sarana perkeretaapian dapat melaju dengan kecepatan 100-120 km/jam, kondisi nyaman (kategori I) dan kecepatan 80-100 km/jam kondisi aman (kategori II). Selanjutnya, dengan adanya peningkatan jalur kereta, terjadi pula peningkatan *On Time Performance* dari 78% di 2020 menjadi 91% di 2021, jam keberangkatan dan kedatangan kereta makin tepat waktu. Waktu tempuh kereta semakin cepat karena kecepatannya bisa optimal, perjalanan tetap nyaman dan berkeselamatan.

The results of the improvement and maintenance of this railway line are then assessed based on the Track Quality Index (TQI). TQI is a measure of score (index) used to express the level of regularity of a rail. This TQI index is then used as a reference to determine the speed limit allowed when the train passes.

The result is a TQI of 90.36% for categories I and II, which indicates that railway facilities are able to reach a speed of 100-120 km/hour, in comfortable conditions (category I) and indicates that railway facilities are able to reach a speed of 80-100 km/hour in safe conditions (category II). With the increase in train lines, the On Time Performance also increased from 78% in 2020 to 91% in 2021 resulting in more punctual departures and arrivals. The optimal speed of rail travels is able to realize a shortened travel time while maintaining best comfort and safety.

TINJAUAN OPERASI PER SEGMENT USAHA

Perusahaan menyajikan segmen operasi berdasarkan informasi keuangan yang digunakan oleh pengambil keputusan operasional dalam menilai kinerja segmen dan menentukan alokasi sumber daya yang dimiliki. Segmen operasi Perusahaan dikelompokkan berdasarkan aktivitas layanan dan jasa yang dilakukan, antara lain:

1. Segmen Angkutan Penumpang dan Kompensasi Pemerintah (PSO);
2. Segmen Non Angkutan Penumpang dan Pendukung Angkutan KA;
3. Segmen Pendapatan Lain-Lain

Berikut adalah uraian mengenai dari masing-masing segmen usaha Perusahaan di tahun 2021.

SEGMENT ANGKUTAN PENUMPANG DAN KOMPENSASI PEMERINTAH (PSO)

Deskripsi Usaha

Pendapatan angkutan penumpang yang berasal dari subsidi pemerintah berupa penjualan tiket perjalanan kereta.

OPERATIONAL REVIEW PER BUSINESS SEGMENT

The Company presents operating segments based on financial information that is used by operational decision makers in assessing segment performance and determining the allocation of available resources. The Company's operating segments are grouped based on service activities and services performed, including:

1. Passenger Transport and Public Service Obligation (PSO) segment;
2. Non-Passenger Transport and Rail Transport Supporting Segments;
3. Miscellaneous Income Segment

The following is a description of each of the Company's business segments in 2021.

PASSENGER TRANSPORT AND PUBLIC SERVICE OBLIGATION (PSO) SEGMENT

Business Description

Revenue of passenger transport from government subsidy of sales of train tickets.

Kinerja Tahun 2021

2021 Performance

Uraian / Description	RKAP 2021	2021	2020	Pertumbuhan 2020-2021 (%) / Growth in 2020-2021 (%)	Pencapaian (%) / Achievement (%)
Volume Penumpang / Passenger Volume	180.827.773	131.148.587	155.378.627	(15,59%)	72,53%
Volume Penumpang KRL / KRL Passenger Volume	166.365.911	127.826.754	154.592.886	(17,31%)	76,83%
Volume Penumpang KA Lokal / Local Train Passenger Volume	8.329.763	3.321.833	785.741	322,76%	39,88%
KM-Penumpang / KM-Passengers	6.270.121.174	4.673.587.646	5.324.941.112	(12,23%)	74,54%
Okupansi Dinamis / Dynamic Occupancy	28,2%	21,2%	28,1%	(24,42%)	75,58%

Volume Penumpang

Selama tahun 2021 total volume penumpang adalah sebesar 131.148.587, turun 15,59% dari tahun 2020 sebesar 155.378.627. Namun angka ini sudah cukup menunjukkan pencapaian sebesar 72,53% dari program RKAP 2021.

Volume Penumpang KRL

Volume penumpang KRL pada tahun 2021 adalah 127.826.754, turun 17,31% dari tahun 2020 yang sebesar 154.592.886. Hal tersebut disebabkan oleh:

1. Terdapat pembatasan jam operasional KRL pada masa PPKM Darurat Level 4 sedangkan program tidak memperhitungkan pembatasan jam operasional;
2. Penerapan kebijakan PPKM Darurat Level 4 di wilayah Jawa-Bali;
3. Pemberlakuan WFH (*Work From Home*) di wilayah Jabodetabek pada sektor non esensial;
4. Pembatasan kapasitas angkut penumpang yang diprogramkan 74 orang per kereta pada semester I dan 90 orang per kereta pada semester II, realisasinya sampai dengan bulan Juni 74 orang per kereta, sedangkan bulan Juli-November 52 orang per kereta dan bulan Desember 74 orang per kereta.

Volume Penumpang KA Lokal

Volume penumpang KA Lokal pada tahun 2021 adalah 3.321.833, naik 322,76% dari tahun 2020 yang sebesar 785.741. Hal tersebut disebabkan oleh adanya peningkatan untuk perjalanan KA Lokal Wilayah VI dari sebanyak 21 KA/hari menjadi 28 KA/hari dan Wilayah I dari sebanyak 8 KA/hari menjadi 14 KA/hari.

KM-Penumpang

Selama tahun 2021 total KM penumpang adalah sebesar 4.673.587.646, turun 12,23% dari tahun 2020 sebesar 5.324.941.112. Hal ini disebabkan oleh adanya pembatasan mobilitas saat terjadinya lonjakan Covid-19.

Passenger Volume

Throughout 2021 the total passenger volume was 131,148,587, a decrease of 15.59% from 2020 of 155,378,627. However, this figure is sufficient to show the achievement of 72.53% of the 2021 RKAP program.

KRL Passenger Volume

The volume of KRL passengers in 2021 was 127,826,754, a decrease of 17.31% from 2020 which was 154,592,886. This was due to:

1. Restrictions on KRL operating hours during the Emergency Level 4 PPKM period, while the program does not take into account operating hours restrictions;
2. Implementation of the Level 4 Emergency PPKM policy in the Java-Bali region;
3. Implementation of WFH (*Work From Home*) policy in the Greater Jakarta area in the non-essential sector;
4. The programmed limitation of passenger carrying capacity of 74 people per train in the first semester and 90 people per train in the second semester, the realization until June was 74 people per train, while in July-November was 52 people per train and in December was 74 people per train.

Local Train Passenger Volume

The volume of local train passengers in 2021 was 3,321,833, an increase of 322.76% from 2020 which was 785,741. This was due to an increase in local train trips for Region VI from 21 trains/day to 28 trains/day and Region I from 8 trains/day to 14 trains/day.

KM-Passengers

During 2021 the total KM of passengers was 4,673,587,646, a decrease of 12.23% from 2020 of 5,324,941,112. This was due to restrictions on mobility during the Covid-19 surge.

Okupansi Dinamis

Selama tahun 2021 total okupansi dinamis adalah sebesar 21,2%, turun 6,19% dari tahun 2020 sebesar 28,1%. Hal ini disebabkan oleh adanya pembatasan mobilitas masyarakat yang terjadi.

Dynamic Occupancy

During 2021 the total dynamic occupancy was 21.2%, a decrease of 6.19% from 28.1% in 2020. This was due to the restrictions of public mobility.

Pendapatan

(dalam jutaan Rupiah)

Uraian / Description	RKAP 2021	2021	2020	Pertumbuhan 2020-2021 (%) / Growth in 2020-2021 (%)	Pencapaian (%) / Achievement (%)
Pendapatan / Revenue	2.883.337	2.271.355	1.801.299	26,10%	78,78%

Revenue

(in millions of Rupiah)

Pendapatan segmen ini pada tahun 2021 adalah Rp2,27 triliun, naik 26,10% dari tahun 2020 yang sebesar Rp1,80 triliun. Hal tersebut disebabkan oleh:

1. Peningkatan volume penumpang KA lokal sebanyak 322,76%.

This revenue for this segment in 2021 was recorded at Rp2.27 trillion, an increase of 26.10% from 2020 which was Rp1.80 trillion. This was caused by:

1. Increase in the volume of local train passengers of 322.76%.

SEGMENT NON ANGGKUTAN PENUMPANG DAN PENDUKUNG ANGGKUTAN KA

Deskripsi Usaha

Segmen usaha ini memiliki *revenue channel* yang masing-masing memiliki spesifikasinya. Layanan non angkutan penumpang berasal dari sewa iklan di KRL, *sharing infrastructure* dan penjualan dari produk *C-Corner*, sedangkan layanan pendukung angkutan KA berasal dari penjualan kartu THB dan penjualan perdana KMT.

NON-PASSENGER TRANSPORT SEGMENT AND SUPPORT FOR RAIL TRANSPORT

Business Description

This business segment has revenue channels, each of which has its specifications. Non-passenger transportation services come from advertising rentals on KRL, sharing infrastructure and sales of C-Corner products, while support services for rail transportation come from sales of THB cards and initial sales of KMT.

Pendapatan

Uraian / Description	RKAP 2021	2021	2020	Pertumbuhan 2020-2021 (%) / Growth in 2020-2021 (%)	Pencapaian (%) / Achievement (%)
Pendapatan / Revenue	146.051.196.425	127.446.136.897	81.978.471.905	55,46%	87,26%

Revenue

Realisasi pendapatan non angkutan penumpang dan pendukung angkutan KA pada tahun 2021 sebesar Rp127,45 miliar atau tercapai sebesar 87,26% terhadap RKAP 2021. Pendapatan tersebut naik sebesar 55,46% dari tahun sebelumnya sebesar Rp81,98 miliar. Belum optimalnya pencapaian pendapatan disebabkan karena peraturan Pemerintah yang mengatur pembatasan penumpang transportasi umum di masa pandemi Covid-19 yang berimbas terhadap iklan atau promosi di KRL;

Berikut rincian pendapatan dari segmen usaha non angkutan penumpang dan pendukung angkutan.

Realization of non-passenger and rail transport revenue in 2021 amounted to Rp127.45 billion or 87.26% of the 2021 RKAP. This revenue increased by 55.46% from the previous year of Rp81.98 billion. The revenue achievement has not been optimal due to Government regulations of restrictions on public transportation passengers during the Covid-19 pandemic which has an impact on advertisements or promotions on KRL;

The following is the details of revenue from the non-passenger and supporting transportation business segments.

Uraian / Description	2021	2020	Pertumbuhan (%) / Growth (%)
Sewa iklan / Advertising Rental	73.537.340.735	46.076.496.805	59,60%
Sharing infrastructure	10.768.133.769	11.203.434.730	(3,89%)
Penjualan KMT dan kartu THB / Sales of KMT and THB card	42.813.890.898	23.991.085.450	78,46
Produk C-Corner / C-Corner Products	7.503.637	38.123.282	(80,32%)
Tenant access	34.181.818	58.363.638	(41,43%)
Sewa KRL / KRL Rental	194.018.040	432.000.000	(55,09%)
Suplisi dan penalti / Supplements and penalties	91.068.000	178.958.000	(49,11%)

SEGMENT LAIN-LAIN

Deskripsi Usaha

Segmen ini merupakan usaha Perusahaan dalam melakukan realisasi pendapatan yang berasal dari bunga deposito, jasa giro dan pendapatan rupa-rupa.

OTHER SEGMENT

Business Description

This segment is the Company's business in realizing revenue from deposit interest, demand deposit, and miscellaneous income.

Pendapatan

Uraian / Description	RKAP 2021	2021	2020	Pertumbuhan 2020-2021 (%) / Growth in 2020-2021 (%)	Pencapaian (%) / Achievement (%)
Pendapatan / Revenue	7.179.056.975	16.973.328.350	57.581.248.593	(70,52%)	236,43%

Realisasi pendapatan lain-lain pada tahun 2021 sebesar Rp16,97 miliar atau tercapai sebesar 236,43% terhadap RKAP 2021. Hal ini disebabkan oleh:

Realization of other revenue in 2021 amounted to Rp16.97 billion or 236.43% of the 2021 RKAP. This was due to:

1. Adanya penjualan roda bekas sebesar Rp2,93 miliar pada bulan Mei;
2. Mulai bulan September terdapat kenaikan Deposito.
3. Bunga deposito dan jasa giro.

1. Sales of used wheels of Rp.2.93 billion in May;
2. Increase in Deposits from September.
3. Interest on deposits and demand deposits.

TINJAUAN KEUANGAN

Uraian mengenai kinerja keuangan ini disusun berdasarkan Laporan Keuangan Perusahaan yang disajikan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) yang berlaku umum di Indonesia untuk tahun yang berakhir pada tanggal 31 Desember 2021. Laporan keuangan tersebut telah diaudit oleh Kantor Akuntan Publik Amir Abadi Jusuf, Aryanto, Mawar & Rekan dengan opini wajar dalam semua hal yang material. Posisi keuangan PT Kereta Commuter Indonesia per tanggal 31 Desember 2021, serta kinerja keuangan dan arus kas untuk tahun yang berakhir pada tanggal tersebut, telah sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Bahasan kinerja keuangan Perusahaan, disampaikan dengan memperhatikan penjelasan pada catatan Laporan Keuangan dari pihak auditor eksternal sebagai bagian yang tidak terpisahkan dari laporan tahunan ini.

FINANCIAL OVERVIEW

This description of financial performance is prepared based on the Company's Financial Statements which are presented in accordance with the Statement of Financial Accounting Standards (PSAK) generally accepted in Indonesia for the year ended December 31, 2021. The financial statements have been audited by Public Accounting Firm of Amir Abadi Jusuf, Aryanto, Mawar & Rekan with fair opinion in all material respects. The financial position of PT Kereta Commuter Indonesia as of December 31, 2021, as well as its financial performance and cash flow for the year then ended, are in accordance with Indonesian Financial Accounting Standards.

Discussion on the Company's financial performance is presented by taking into account the explanations in the Financial Statement notes from the external auditor as an integral part of this annual report.

LAPORAN POSISI KEUANGAN

(dalam jutaan Rupiah)

STATEMENTS OF FINANCIAL POSITION

(in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	Persentase (%) / Percentage (%)
Aset / Assets	2.304.822	1.835.206	469.616	25,59%
Aset Lancar / Current Assets	1.445.516	936.606	508.910	54,34%
Aset Tidak Lancar / Non-Current Assets	859.307	898.600	(39.293)	(4,37%)
Liabilitas / Liabilities	1.007.162	805.753	201.409	25,00%
Liabilitas Jangka Pendek / Short Term Liabilities	761.250	483.102	278.148	57,58%
Liabilitas Jangka Panjang / Long Term Liabilities	245.912	322.651	(76.739)	(23,78%)
Ekuitas / Equity	1.297.660	1.029.453	268.207	26,05%

ASET

Pada tahun 2021, jumlah aset Perseroan tercatat sebesar Rp2,30 triliun, terbagi menjadi 62,72% aset lancar dan 37,28% aset tidak lancar, jumlah aset mengalami kenaikan Rp469,62 miliar atau 25,59% dari posisi tahun sebelumnya sebesar Rp1,84 triliun. Kenaikan jumlah aset Perseroan ini paling besar disebabkan oleh kenaikan dalam Aset Lancar.

Aset Lancar

(dalam jutaan Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	Persentase (%) / Percentage (%)
Kas dan Setara Kas / Cash and Cash Equivalents	914.586	611.614	302.972	49,54%
Dana Dibatasi Penggunaannya / Restricted Funds	148.085	124.272	23.813	19,16%
Piutang Usaha-Neto / Accounts Receivables - Net				
• Pihak Berelasi / Related Parties	171.257	61.685	109.572	177,63%
• Pihak Ketiga / Third Parties	63.140	8.395	54.745	652,11%
Aset Keuangan Lancar Lainnya / Other Current Financial Asset	5.900	918	4.982	542,70%
Persediaan / Inventories	128.381	115.799	12.582	10,87%
Uang Muka / Advances	443	201	242	120,40%
Biaya Dibayar Dimuka / Prepaid Expenses	13.710	13.710	0	0,00%
Pendapatan Masih Akan Diterima / Accrued Income	13	13	0	0,00%
Jumlah Aset Lancar / Total Current Assets	1.445.516	936.606	508.910	54,34%

Per 31 Desember 2021, Perseroan mencatatkan jumlah Aset Lancar sebesar Rp1,45 triliun, naik Rp508,91 miliar atau 54,34% bila dibandingkan nilai tahun sebelumnya sebesar Rp936,61 miliar. Peningkatan tersebut disebabkan oleh:

1. Peningkatan kas dan setara kas ini disebabkan adanya kenaikan laba di tahun 2021
2. Peningkatan piutang usaha ini disebabkan adanya kenaikan piutang pihak berelasi sebesar Rp109,75 juta. Komponen paling besar berasal dari piutang pada PT Kereta Api Indonesia (Persero) dan piutang kepada pihak ketiga sebesar Rp54,75 juta. Komponen paling besar berasal dari piutang pada PT Alternative Digital Media Group.

ASSETS

In 2021, the Company's total assets were recorded at Rp2.30 trillion, consisting of 62.72% of current assets and 37.28% of non-current assets, total assets increased by Rp. 469.62 billion or 25.59% from the previous year's position of Rp1.84 trillion. The increase in the Company's total assets was mainly due to the increase in Current Assets.

Current Assets

(in millions of Rupiah)

As of December 31, 2021, the Company recorded total Current Assets of Rp1.45 trillion, an increase of Rp508.91 billion or 54.34% compared to the previous year's value of Rp936.61 billion. The increase was due to:

1. The increase in cash and cash equivalents due to the increase in profit in 2021
2. The increase in accounts receivables was due to the increase in related party receivables of Rp109.75 million. The biggest component was from the receivables of PT Kereta Api Indonesia (Persero) and third party receivables of Rp54.57 million as well as the receivables of PT Alternative Digital Media Group.

Aset Tidak Lancar

(dalam jutaan Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	Persentase (%) / Percentage (%)
Aset Pajak Tangguhan / Deferred Tax Assets	77.220	70.337	6.883	9,79%
Aset Tetap-Neto / Fixed Assets-Net	724.871	770.923	(46.052)	(5,97%)
Aset Tak Berwujud-Neto / Intangible Assets-Net	1.298	2.596	(1.298)	(50,00%)
Aset Hak Guna / Right of Use Asset	1.065	1.664	(599)	(36,02%)
Investasi Jangka Panjang / Long-Term Investment	54.853	53.080	1.773	3,34%
Aset Lain-Lain / Other Assts	0,005	0,0004	0,0046	1150,00%
Jumlah Aset Tidak Lancar / Total Non-Current Assets	859.307	898.600	(39.293)	(4,37%)

Non- Current Assets

(in millions of Rupiah)

Per 31 Desember 2021, Perseroan mencatatkan jumlah Aset Tidak Lancar sebesar Rp859,31 miliar, turun Rp39,29 miliar atau 4,37% bila dibandingkan nilai tahun sebelumnya sebesar Rp898,60 miliar.

As of December 31, 2021, the Company recorded total Non-Current Assets of Rp859.31 billion, a decrease of Rp39.29 billion or 4.37% compared to the previous year's value of Rp898.60 billion.

LIABILITAS

Jumlah liabilitas Perseroan pada tahun 2021 tercatat sebesar Rp1,00 triliun, terbagi menjadi 75,58% liabilitas jangka pendek dan 24,42% liabilitas jangka panjang. Jumlah Liabilitas mengalami peningkatan sebesar Rp201,41 miliar atau 25,00% dibandingkan posisi tahun sebelumnya sebesar Rp805,75 miliar. Peningkatan jumlah liabilitas Perseroan ini dikarenakan adanya peningkatan pendapatan diterima dimuka dan liabilitas imbalan kerja jangka pendek.

LIABILITIES

The Company's total liabilities in 2021 were recorded at Rp1.00 trillion, divided into 75.58% short-term liabilities and 24.42% long-term liabilities. Total Liabilities increased by Rp201.41 billion or 25.00% compared to the previous year's position of Rp805.75 billion. This increase in the Company's total liabilities was due to the increase in unearned revenue and short term employee benefits liabilities

Liabilitas Jangka Pendek

(dalam jutaan Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	Persentase (%) / Percentage (%)
Utang Usaha / Short Term Liabilities				
• Pihak Berelasi / Related Parties	92.212	8.902	83.310	935,86%
• Pihak Ketiga / Third Parties	75.202	87.493	(12.291)	(14,05%)
Liabilitas Keuangan Jangka Pendek Lainnya / Other Short Term Financial Liabilities	5.161	7.091	(1.930)	(27,22%)
Utang Dividen / Dividend Payable	15.503	-	15.503	100,00%
Beban Akrua / Accrued Expenses	151.219	130.229	20.990	16,12%

Short Term Liabilities

(in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	Persentase (%) / Percentage (%)
Utang Pajak / Tax Payable	91.999	12.610	79.389	629,59%
Pendapatan Diterima Dimuka / Unearned Revenue	199.427	69.730	129.697	186,00%
Utang Bank Jangka Pendek / Short Term Bank Loans	-	100.000	(100.000)	(100,00%)
Liabilitas Jangka Panjang yang Jatuh Tempo Dalam Satu Tahun / Current Maturities of Long Term Debt				
• Utang Bank / Bank Loan	59.442	44.582	14.860	33,33%
• Liabilitas Sewa / Lease Liability	963	729	234	32,18%
Liabilitas Imbalan Kerja Jangka Pendek / Short Term Employee Benefit Liabilities	70.121	21.737	48.384	222,59%
Jumlah Liabilitas Jangka Pendek / Total Short Term Liabilities	761.250	483.102	278.148	57,58%

Per 31 Desember 2021, Perseroan mencatatkan jumlah Liabilitas Jangka Pendek sebesar Rp761,25 miliar, naik Rp278,15 miliar atau 57,58% bila dibandingkan nilai tahun sebelumnya sebesar Rp483,10 miliar.

As of December 31, 2021, the Company recorded total Short-Term Liabilities of Rp761.25 billion, an increase of Rp278.15 billion or 57.58% compared to the previous year's value of Rp483.10 billion.

Liabilitas Jangka Panjang

(dalam jutaan Rupiah)

Long-Term Liabilities

(in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	Persentase (%) / Percentage (%)
Liabilitas Jangka Panjang Setelah Dikurangi yang Jatuh Tempo dalam Waktu Satu Tahun / Long-Term Debt net of Current Maturity				
• Utang Bank / Bank Loan	229.961	304.264	(74.303)	(24,42%)
• Liabilitas Sewa / Lease Liability	183	796	(613)	(77,00%)
Liabilitas Imbalan Kerja Jangka Panjang / Long Term Employee Benefit Liabilities	15.767	17.590	(1.823)	(10,36%)
Jumlah Liabilitas Jangka Panjang / Total Long Term Liabilities	245.912	322.651	(76.739)	(23,78%)

Per 31 Desember 2021, Perseroan mencatatkan jumlah Liabilitas Jangka Panjang sebesar Rp245,91 miliar, turun Rp76,74 miliar atau 23,78% bila dibandingkan nilai tahun sebelumnya sebesar Rp322,65 miliar.

As of December 31, 2021, the Company recorded total Long-Term Liabilities of Rp245.91 billion, a decrease of Rp76.74 billion or 23.78% compared to the previous year's value of Rp322.65 billion.

EKUITAS

Jumlah Ekuitas Perseroan pada tahun 2021 tercatat sebesar Rp1,30 triliun, mengalami peningkatan sebesar Rp268,21 miliar atau 26,05% dibandingkan posisi tahun sebelumnya sebesar Rp1,03 triliun.

EQUITY

Total Equity of the Company in 2021 was recorded at Rp1.30 trillion, an increase of Rp268.21 billion or 26.05% compared to the previous year's position of Rp1.03 trillion.

(dalam jutaan Rupiah)

(in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	Persentase (%) / Percentage (%)
Modal Saham - Nilai Nominal Rp1.000.000 per saham, nilai nominal Modal Dasar Rp542.000.000.000 / Capital Stock - Par Value of Rp1,000,000 per share, Authorized Capital Rp542,000,000,000 Shares				
Modal Ditempatkan dan Disetor Penuh 230.500 Saham / Issued and Fully Paid 230,500 Shares	230.500	230.500		0,00%
Saldo Laba / Retained Earnings				
• Ditetapkan Penggunaannya / Appropriated	781.053	718.905	62.148	8,64%
• Belum Ditetapkan Penggunaannya / Unappropriated	285.192	77.686	207.506	267,11%
Penghasilan Komprehensif Lainnya / Other Comprehensive Income	914	2.362	(1.448)	(61,29%)
Ekuitas / Equity	1.297.660	1.029.453	268.207	26,05%

LAPORAN LABA (RUGI) DAN PENGHASILAN KOMPREHENSIF LAIN

STATEMENTS OF PROFIT (LOSS) AND OTHER COMPREHENSIVE INCOME

(dalam jutaan Rupiah)

(in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	Persentase (%) / Percentage (%)
Pendapatan / Revenues	2.398.802	1.886.624	512.178	27,15%
Beban Pokok Pendapatan / Cost of Revenues	(1.539.065)	(1.403.659)	(135.406)	9,65%
Laba Bruto / Gross Profit	859.736	482.966	376.771	79,91%
Beban Usaha / Operating Expenses	(460.826)	(387.508)	(73.318)	18,92%
Pendapatan (Beban) Lain-Lain / Other Income (Expenses)	(19.348)	36.154	(55.502)	(153,51%)
Laba Usaha / Operating Income	379.563	131.611	247.952	188,40%
Pendapatan Bunga / Interest Income	10.646	7.195	3.451	47,97%
Beban Keuangan / Financial Income	(23.778)	(24.011)	(233)	(0,97%)
Laba Sebelum Pajak / Income Before Tax	366.430	114.795	251.636	219,21%
Beban Pajak / Tax Expense	(81.238)	(37.109)	(44.129)	118,92%
Laba Tahun Berjalan / Profit for the Year	285.182	77.686	207.506	267,11%
Pos yang Tidak Akan Direklasifikasi ke Laba Rugi / Items that will not be Reclassified to Profit or Loss				
• Pengukuran Kembali Atas Program Imbalan Pasti / Remeasurement of Defined Benefit Plans	(1.879)	595	(2.474)	(415,90%)
• Pajak Penghasilan Terkait / Related Income Tax	431	(58)	489	845,63%
Pos yang Akan Direklasifikasi ke Laba Rugi / Items that may be Reclassified to Profit or Loss	-	-	-	-
Penghasilan Komprehensif Lain Tahun Berjalan Setelah Pajak / Other Comprehensive Income for the Year After Tax	(1.448)	537	(1.985)	(369,60%)
Jumlah Laba Komprehensif Tahun Berjalan / Total Comprehensive Income for the Year	283.745	78.223	205.522	262,74%

PENDAPATAN

Pendapatan Perseroan berasal dari pendapatan angkutan penumpang, kompensasi pemerintah (PSO), pendapatan non angkutan, dan pendapatan pendukung angkutan KA. Pada tahun 2021, Perseroan meraih pendapatan sebesar Rp2,40 triliun, naik sebesar Rp512,18 miliar atau 27,15% dibanding tahun 2020. Berikut rincian pendapatan usaha Perseroan selama 2021.

(dalam jutaan Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	Persentase (%) / Percentage (%)
Kompensasi Pemerintah (PSO) / Government Compensation	1.739.965	1.190.636	549.329	46,14%
Pendapatan Angkutan Penumpang / Passenger Revenue	531.390	614.010	(82.620)	(13,46%)
Pendapatan Non Angkutan / Non Transportation Revenue	127.355	81.800	45.556	55,69%
Pendapatan Pendukung Angkutan / Transportation Supporting Revenue	91	179	(88)	(49,11%)

Beban Pokok Pendapatan

Beban pokok pendapatan mengalami peningkatan sebesar Rp135,41 miliar atau 9,65% dari Rp1,40 triliun pada tahun 2020 menjadi sebesar Rp1,54 triliun pada tahun 2021.

Beban Usaha

Beban usaha pada tahun 2021 mengalami peningkatan sebesar Rp73,32 miliar atau 18,92% menjadi Rp460,83 miliar dibanding tahun 2020 sebesar Rp387,51 miliar.

Pendapatan (Beban) Lain-Lain

Perseroan membukukan Beban Lain-Lain sebesar Rp19,35 miliar di tahun 2021 dari yang tahun sebelumnya membukukan Pendapatan Lain-Lain sebesar Rp36,15 miliar.

Pendapatan Bunga

Perseroan membukukan Pendapatan Bunga sebesar Rp10,65 miliar di tahun 2021 mengalami peningkatan sebesar Rp3,45 miliar atau 47,97% dibanding Pendapatan Bunga di tahun 2020 sebesar Rp7,20 miliar.

REVENUES

The Company's revenue comes from passenger transportation revenues, government compensation (PSO), non-transportation revenues, and railway transportation support revenues. In 2021, the Company achieved revenue of Rp2.40 trillion, an increase of Rp512.18 billion or 27.15% compared to 2020.

(in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	Persentase (%) / Percentage (%)
Kompensasi Pemerintah (PSO) / Government Compensation	1.739.965	1.190.636	549.329	46,14%
Pendapatan Angkutan Penumpang / Passenger Revenue	531.390	614.010	(82.620)	(13,46%)
Pendapatan Non Angkutan / Non Transportation Revenue	127.355	81.800	45.556	55,69%
Pendapatan Pendukung Angkutan / Transportation Supporting Revenue	91	179	(88)	(49,11%)

Cost of Revenue

Cost of revenue increased by Rp135.41 billion or 9.65% from Rp1.40 trillion in 2020 to Rp1.54 trillion in 2021.

Operating Expenses

Operating expenses in 2021 increased by Rp73.32 billion or 16.34% to Rp460.83 billion compared to 2020 of Rp387.51 billion.

Other Income (Expenses)

The Company recorded Other Expenses of Rp19.35 billion in 2021 from the previous year's Other Income of Rp36.15 billion.

Interest income

The Company recorded Interest Income of Rp10.65 billion in 2021, an increase of Rp3.45 billion or 47.97% compared to Interest Income in 2020 of Rp7.20 billion.

Beban Keuangan

Perseroan membukukan Beban Keuangan sebesar Rp23,78 miliar di tahun 2021, mengalami penurunan sebesar Rp233 juta atau 0,97% dibanding Beban Keuangan di tahun 2020 sebesar Rp24,01 miliar.

Beban Pajak

Perseroan mencatat Beban Pajak sebesar Rp81,24 miliar pada tahun 2021, mengalami peningkatan sebesar Rp44,13 miliar atau 118,92% dibanding tahun 2020 sebesar Rp37,11 miliar.

Laba Tahun Berjalan

Perseroan mencatat Laba Tahun Berjalan sebesar Rp285,19 miliar pada tahun 2021, mengalami peningkatan sebesar Rp207,51 miliar atau 267,11% dibanding tahun 2020 sebesar Rp77,69 miliar.

Financial Expenses

The Company recorded Finance Expenses of Rp23.78 billion in 2021, a decrease of Rp233 million or 0.97% compared to Financial Expenses in 2020 of Rp24.01 billion.

Tax Expense

The Company recorded Tax Expense of Rp81.24 billion in 2021, an increase of Rp44.13 billion or 118.92% compared to 2020 of Rp37.11 billion.

Profit for the Year

The Company recorded Profit for the Year of Rp285.19 billion in 2021, an increase of Rp207.51 billion or 267.11% compared to 2020 of Rp77.69 billion.

LAPORAN ARUS KAS

(dalam jutaan Rupiah)

STATEMENTS OF CASH FLOWS

(in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	Persentase (%) / Percentage (%)
Arus Kas Diperoleh Dari (Digunakan Untuk) Aktivitas Operasi / Cash Flows from (used in) Operating Activities	554.592	92.935	461.657	496,75%
Arus Kas Diperoleh Dari (Digunakan Untuk) Aktivitas Investasi / Cash Flows from (used in) Investing Activities	(91.572)	(101.411)	9.839	(9,70%)
Arus Kas Diperoleh Dari (Digunakan Untuk) Aktivitas Pendanaan / Cash Flows from (used in) Financing Activities	(159.993)	159.017	(319.010)	(200,61%)
Kenaikan (Penurunan) Neto Kas dan Setara Kas / Net Increase (Decrease) of Cash and Cash Equivalents	303.028	150.541	152.487	101,29
Kas dan Setara Kas Pada Awal Tahun / Cash and Cash Equivalents at the Beginning of the Year	611.615	461.073	150.542	32,65%
Kas dan Setara Kas Pada Akhir Tahun / Cash and Cash Equivalents at the End of the Year	914.595	611.615	302.980	49,54%

Saldo kas dan setara kas akhir tahun 2021 mengalami kenaikan Rp302,98 miliar atau 49,54% dibandingkan tahun 2020 sebesar Rp611,62 miliar menjadi Rp914,60 miliar yang terdiri dari kas bersih diperoleh dari aktivitas operasi sebesar Rp554,59 miliar, kas bersih digunakan untuk aktivitas investasi sebesar Rp91,57 miliar dan kas bersih digunakan untuk aktivitas pendanaan sebesar Rp159,99 miliar.

The balance of cash and cash equivalents at the end of 2021 increased by Rp302.98 billion or 49.54% compared to 2020 of Rp611.62 billion to Rp914.60 billion which consisted of net cash from operating activities of Rp554.59 billion, net cash used in investing activities of Rp91.57 billion and net cash used in financing activities of Rp159.99 billion.

Arus Kas Diperoleh Dari (Digunakan Untuk) Aktivitas Operasi

(dalam jutaan Rupiah)

Cash Flows from (used in) Operating Activities

(in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	Persentase (%) / Percentage (%)
Penerimaan Kas dari Pelanggan / Cash Receipt from Customers	701.820	701.595	225	0,03%
Penerimaan dari Pemerintah / Cash Receipts from Government	1.723.036	1.195.073	527.964	44,18%
Penerimaan Bunga / Cash Receipts from Interest Income	10.832	7.422	3.409	45,94%
Pembayaran Kepada Pemasok / Payment to Suppliers	(1.256.863)	(1.358.308)	101.444	(7,47%)
Pembayaran Kepada Karyawan / Payments to Employees	(503.256)	(436.002)	(67.254)	(15,43%)
Pembayaran Pajak / Payment of Tax	(7.887)	(5.076)	(2.811)	(55,40%)
Penerimaan dari Restitusi Pajak / Cash Receipts from Tax Refund	-	98.508	(98.508)	(100,00%)
Pembayaran Kepada Pemerintah / Payment to Government	(88.600)	(86.625)	(2.336)	(2,71%)
Pembayaran Bunga dan beban Keuangan / Payment of Interest and Finance Expenses	(24.488)	(24.011)	(477)	(1,98%)
Kas Bersih yang Diperoleh Dari (Digunakan Untuk) Aktivitas Operasi / Net Cash Flows from (used in) Operating Activities	554.592	92.935	461.657	496,75%

Arus kas bersih yang diperoleh dari aktivitas operasi untuk tahun 2021 mengalami peningkatan sebesar Rp461,66 miliar atau 496,75% menjadi Rp554,59 miliar dari tahun sebelumnya yang sebesar Rp92,94 miliar.

Net cash flow obtained from operating activities for 2021 increased by Rp461.66 billion or 496.75% to Rp554.59 billion from the previous year which was Rp92.94 billion.

Arus Kas Diperoleh Dari (Digunakan Untuk) Aktivitas Investasi

(dalam jutaan Rupiah)

Cash Flows from (used in) Investing Activities

(in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	Persentase (%) / Percentage (%)
Penempatan Dana Dibatasi Penggunaannya / Placement in Restricted Fund	(28.560)	(30.126)	1.566	(5,20%)
Pencairan Dana Dibatasi Penggunaannya / Withdrawal in Restricted Fund	3.624	18.419	(14.795)	(80,32%)
Perolehan Aset Hak Guna / Acquisitions of Right of Use Assets	(423)	-	(423)	(100,00%)
Perolehan Aset Tetap / Acquisitions of Fixed Assets	(66.213)	(89.703)	23.490	26,19%
Kas Bersih yang Diperoleh Dari (Digunakan Untuk) Aktivitas Investasi / Net Cash Flows from (used in) Investing Activities	(91.572)	(101.411)	9.840	(9,70%)

Arus kas bersih yang digunakan untuk aktivitas investasi untuk tahun 2021 mengalami penurunan sebesar Rp9,84 miliar atau 9,70% menjadi Rp91,57 miliar dari tahun sebelumnya yang sebesar Rp101,41 miliar.

Net cash flow used for investing activities for 2021 decreased by Rp9.84 billion or 9.70% to Rp91.57 billion from the previous year which was Rp101.41 billion.

Arus Kas Diperoleh Dari (Digunakan Untuk) Aktivitas Pendanaan

(dalam jutaan Rupiah)

Cash Flows from (used in) Financing Activities

(in millions of Rupiah)

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	Persentase (%) / Percentage (%)
Pembayaran Utang Bank Jangka Panjang / Payments of Long Term Bank Loan	(59.442)	(17.610)	41.833	237,55%
Penerimaan Utang Bank Jangka Pendek / Receipt of Short-Term Bank Loan	-	100.000	(100.000)	(100,00%)
Pembayaran Utang Bank Jangka Pendek / Payments of Short-Term Bank Loan	(100.000)	-	(100.000)	(100,00%)
Pembayaran Dividen / Payments of Dividends	(34)	(37.879)	37.845	99,91%
Pembayaran Liabilitas Sewa / Payments of Lease Liability	(517)	(835)	318	(38,08%)
Penerimaan Utang Bank Jangka Panjang / Receipt of Long-Term Bank Loan	-	115.341	(115.341)	(100,00%)
Kas Bersih yang Diperoleh Dari (Digunakan Untuk) Aktivitas Pendanaan / Net Cash Flows from (used in) Financing Activities	(159.993)	159.017	(319.010)	(200,61%)

Arus kas bersih yang digunakan untuk aktivitas pendanaan untuk tahun 2021 mengalami penurunan sebesar Rp319,01 miliar atau 200,61% menjadi Rp159,99 miliar dari tahun sebelumnya dimana diperoleh dari aktivitas pendanaan sebesar Rp159,02 miliar.

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

Kemampuan Membayar Utang

Kemampuan Perusahaan dalam memenuhi kewajibannya dapat diukur dengan menggunakan rasio solvabilitas dan rasio likuiditas. Rasio Solvabilitas merupakan rasio yang mengukur kemampuan Perusahaan membayar seluruh utangnya baik jangka pendek maupun jangka panjang. Sedangkan Rasio Likuiditas merupakan rasio untuk mengukur kemampuan Perusahaan dalam membayar utang jangka pendek.

Uraian / Description	2021	2020
Rasio Solvabilitas / Solvency Ratio		
Rasio Liabilitas Terhadap Ekuitas (DER) / Debt-to-Equity Ratio (DER)	77,61%	78,27%
Rasio Liabilitas Terhadap Aset (DAR) / Debt-to-Assets Ratio (DAR)	43,70%	43,91%
Rasio Likuiditas / Liquidity Ratio		
Rasio Lancar / Current Ratio	189,89%	193,87%
Rasio Kas / Cash Ratio	120,14%	126,60%

Rasio Solvabilitas

Perusahaan memakai Rasio Solvabilitas untuk mengukur besarnya jumlah Aset Perusahaan yang dibiayai oleh utang. Rasio Solvabilitas yang dipakai Perusahaan adalah Rasio Liabilitas terhadap Ekuitas (DER) dan Rasio Liabilitas terhadap Jumlah Aset (DAR).

Rasio Liabilitas terhadap Ekuitas (DER) sampai dengan akhir tahun 2021 tercatat sebesar 77,61%, turun dibandingkan tahun 2020 sebesar 78,27%. Hal tersebut menunjukkan bahwa kemampuan Perusahaan untuk memenuhi seluruh kewajibannya dengan menggunakan Ekuitas yang tersedia telah sedikit menurun di tahun 2021.

Net cash flow used for financing activities for 2021 decreased by Rp319.01 billion or 200.61% to Rp159.99 billion from the previous year which was obtained from financing activities of Rp159.02 billion.

ANALYSIS ON THE ABILITY TO PAY DEBT, ACCOUNT RECEIVABLES COLLECTABILITY, AND OTHER FINANCIAL RATIOS

Ability to Pay Debt

The Company's ability to fulfill its obligations can be measured using the solvency ratio and liquidity ratio. Solvency Ratio is a ratio that measures the Company's ability to pay all of its debts, both short term and long term. Meanwhile, the Liquidity Ratio is a ratio to measure the Company's ability to pay short-term debt.

Solvency Ratio

The Company uses the Solvency Ratio to measure the amount of company assets financed by debt. The Solvency Ratio used by the Company is the Debt-to-Equity Ratio (DER) and the Debt-to-Assets Ratio (DAR).

The Debt-to-Equity Ratio (DER) until the end of 2021 was recorded at 77.61%, a decrease compared to 2020 which was 78.27%. This shows that the Company's ability to meet all of its obligations using the available Equity has slightly decreased in 2021.

Rasio Liabilitas terhadap Aset (DAR) sampai dengan akhir tahun 2021 tercatat sebesar 43,70%, turun dibandingkan tahun 2020 sebesar 43,91%. Hal tersebut menunjukkan bahwa kemampuan Perusahaan untuk memenuhi seluruh kewajibannya dengan menggunakan Aset yang tersedia belum mengalami peningkatan di tahun 2021.

The Debt-to-Assets Ratio (DAR) until the end of 2021 was recorded at 43.70%, down from 43.91% in 2020. This shows that the Company's ability to fulfill all of its obligations by using available assets has not increased in 2021.

Rasio Likuiditas

Dalam mengukur kemampuan Perusahaan untuk membayar utang usahanya, Perusahaan menggunakan Rasio Likuiditas yang terdiri dari Rasio Lancar dan Rasio Kas. Nilai Rasio Likuiditas dapat digunakan untuk mengukur kemampuan Perusahaan dalam memenuhi kewajiban atau membayar utang jangka pendeknya.

Liquidity Ratio

In measuring the Company's ability to pay its account payables, the Company uses the Liquidity Ratio which consists of the Current Ratio and Cash Ratio. The value of the Liquidity Ratio can be used to measure the Company's ability to meet its obligations or pay its short-term debt.

Pada tahun 2021, Rasio Lancar tercatat sebesar 189,89%, turun dibandingkan tahun 2020 sebesar 193,87%. Hal tersebut menunjukkan bahwa kemampuan Perusahaan dalam memenuhi kewajiban jangka pendeknya menurun di tahun 2021.

In 2021, the Current Ratio was recorded at 189.89%, down from 193.87% in 2020. This shows that the Company's ability to meet its short-term obligations has decreased in 2021.

Pada tahun 2021, Rasio Kas tercatat sebesar 120,14%, turun bila dibandingkan tahun 2020 sebesar 126,60%. Hal tersebut menunjukkan bahwa kemampuan Perusahaan untuk memenuhi kewajiban jangka pendeknya dengan menggunakan Kas dan Setara Kas menurun di tahun 2021.

In 2021, the Cash Ratio was recorded at 120.14%, a decrease compared to 2020 at 126.60%. This shows that the Company's ability to meet its short-term obligations using Cash and Cash Equivalents has decreased in 2021.

Tingkat Kolektibilitas Piutang

Kemampuan Perusahaan dalam mengumpulkan piutang dapat diketahui dengan menghitung lama penagihan rata-rata atau kolektibilitas piutang. Semakin kecil nilai kolektibilitas piutang menunjukkan kemampuan Perseroan dalam mengumpulkan piutang semakin cepat.

Receivable Collectability Rate

The Company's ability to collect receivables can be determined by calculating the average collection time or collectability of receivables. The smaller the collectability value of receivables indicates the Company's ability to collect receivables faster.

Uraian / Description	2021	2020
Kolektibilitas Piutang (<i>Collection Period</i>) (hari / day)	35,67	13,58

Rasio Keuangan Lainnya

Other Financial Ratios

Uraian / Description	2021	2020
Imbalan Kepada Pemegang Saham (ROE) / Return on Equity / ROE	29,88%	8,47%
Imbalan Investasi (ROI) / Return on Investments (ROI)	21,97%	13,42%
Rasio Laba Terhadap Jumlah Aset (ROA) / Return on Assets (ROA)	12,37%	4,23%
Marjin Laba Bruto (GPM) / Gross Profit Margin (GPM)	35,84%	25,60%
Marjin Laba Bersih (NPM) / Net Profit Margin (NPM)	11,89%	4,12%

STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Tujuan utama pengelolaan modal Perusahaan adalah untuk memastikan pemeliharaan rasio modal yang sehat untuk mendukung kegiatan operasional bisnis dan memaksimalkan nilai para pemegang saham. Perusahaan melakukan penilaian secara berkala untuk menilai kemungkinan pembiayaan kembali kewajiban yang ada dengan yang baru yang memiliki biaya yang lebih efisien yang akan mengarahkan pada biaya utang yang lebih optimal. Perusahaan mengelola struktur modal sesuai proporsi risiko perubahan kondisi ekonomi dan karakteristik risiko aset yang mendasari.

CAPITAL STRUCTURE AND MANAGEMENT POLICY ON CAPITAL STRUCTURE

The main objective of the Company's capital management is to ensure the maintenance of a healthy capital ratio to support business operations and maximize shareholder value. The Company conducts periodic assessments to assess the possibility of refinancing existing obligations with new ones that are more cost efficient which will lead to a more optimal cost of debt. The Company manages the capital structure in accordance with the proportion of risk of changes in economic conditions and the risk characteristics of the underlying assets.

Uraian Struktur Modal / Capital Structure Composition	2021		2020		Pertumbuhan (%) / Growth (%)
	Nominal (Rp Juta) / Nominal (Million Rp)	Proporsi (%) / Proportion (%)	Nominal (Rp Juta) / Nominal (Million Rp)	Proporsi (%) / Proportion (%)	
Liabilitas Jangka Pendek / Short Term Liabilities	761.250	33,03%	483.102	26,32%	57,58%
Liabilitas Jangka Panjang / Long Term Liabilities	245.912	10,67%	322.651	17,58%	(23,78%)
Jumlah Liabilitas / Total Liabilities	1.007.162	43,70%	805.753	43,91%	25,00%
Jumlah Ekuitas / Total Equity	1.297.660	56,30%	1.029.453	56,10%	26,05%
Jumlah Liabilitas dan Ekuitas / Total Liabilities and Equity		2.304.822		1.835.206	25,59%
Rasio Liabilitas Terhadap Ekuitas / Debt-to-Equity Ratio		77,61%		78,27%	

Manajemen Perusahaan beranggapan bahwa Rasio Liabilitas terhadap Ekuitas sampai pada 31 Desember 2021 dan 2020 tersebut sudah sesuai dengan kebijakan manajemen atas struktur modal.

The Company's management considers that the Debt-to-Equity Ratio as of December 31, 2021 and 2020 is in accordance with management's policy on capital structure.

INVESTASI BARANG MODAL

Investasi Barang Modal (*Capital Expenditure*) yang dilakukan setiap tahunnya memiliki peranan penting dalam mendukung pengembangan usaha Perusahaan dimana investasi barang modal adalah aktivitas pengeluaran dana yang digunakan untuk membeli sejumlah Aset atau Investasi yang diharapkan dapat memberikan nilai manfaat di masa depan.

CAPITAL GOODS INVESTMENT

The annual Capital Goods Investment (*Capital Expenditure*) carries a significant role in supporting the development of the Company's business. Capital goods investment is an activity of spending funds used to purchase a number of Assets or Investments which are expected to provide value benefits in the future.

Pada tahun 2021, realisasi penyerapan anggaran investasi adalah sebesar 68,40% atau Rp67.373.924.734 dari anggaran investasi sebesar Rp98.494.841.201, dengan rincian sebagai berikut:

In 2021, the realization of absorption of the investment budget was 68.40% or Rp67,373,924,734 of the investment budget of Rp98,494,841,201, with details as follows:

No	Uraian / Description	Program RKAP	Realisasi / Realization	Pencapaian (%) / Achievement (%)	Keterangan / Information
Aset Sarana / Rolling Stock Assets					
1	KRL	3.970.823.821	3.310.974.811	83,38%	Selesai, adanya pengakuan GR Aset atas 10% terakhir kedatangan sarana di bulan September 2020 sebanyak 24 unit dan di bulan November 2020 sebanyak 24 unit / Completed, GR Asset recognition for the last 10% of rolling stock arrivals in September 2020 of 24 units and in November 2020 of 4 units

No	Uraian / Description	Program RKAP	Realisasi / Realization	Pencapaian (%) / Achievement (%)	Keterangan / Information
Aset Prasarana / Infrastructure Assets					
2	Pengadaan 75 Unit <i>Gate</i> / Procurement of 75 Gates	15.254.400.000	13.470.000.000	88,30%	Selesai, proses pengadaan <i>gate</i> terbagi menjadi dua: / Completed, the gate procurement process is divided into two: 1. 31 unit <i>gate</i> Selesai, BAST No: 014/IT-BAST/KCI/VI/2021 Tanggal 30 Juni 2021 / 31 gates. Completed, BAST No: 014/IT- BAST/KCI/VI/2021 Dated June 30, 2021 2. 44 unit <i>gate</i> status selesai, BAST No. 007/IT-BAST/KCI/ XII/2021, tanggal 14 Desember 2021 / 44 gates. Completed, BAST No. 007/IT-BAST/KCI/ XII/2021, December 14, 2021
3	Hall Jogja	1.105.420.800	-	0%	Dibatalkan (MI 4/MI/CTS/ KCI/V/2021, tanggal 24 Mei 2021), berdampak rencana pengembangan Stasiun Yogyakarta oleh PT. KAI (Persero) / Canceled (MI 4/MI/CTS/ KCI/V/2021, May 24, 2021), due to the development plans for Yogyakarta Station by PT. KAI (Persero)
4	Pengadaan Video <i>Analytic</i> / Video Analytics Procurement	14.935.639.000	13.093.650.000	87,67%	Selesai / Completed
5	Pengembangan Infrastruktur / Infrastructure Development	25.212.000.000	24.522.850.000	97,27%	Selesai / Completed
6	Lobby dan Ruang Direksi / Lobby and Board of Directors Room	1.800.000.000	-	0%	Ditunda, efisiensi anggaran / Delayed, budget efficiency
7	Perizinan IMB UPT CREW KA Depok / IMB permit for UPT CREW KA Depok	-	46.541.923	100,00%	

No	Uraian / Description	Program RKAP	Realisasi / Realization	Pencapaian (%) / Achievement (%)	Keterangan / Information
Aset Fasilitas / Facilities Assets					
8	Truk Engkel / Ankle Truck	193.886.550	74.514.000	38,43%	Selesai / Completed
9	Foklift 5 Ton OHD	860.000.000	682.500.000	79,36%	Selesai / Completed
10	<i>Pneumatik Test Bench</i>	3.793.230.000	162.133.000	4,27%	Terealisasi sebagian pada tahun 2021 (pembayaran PIB), realisasi keseluruhan pada Februari 2022 / Partially realized in 2021 (payment of PIB), full realization in February 2022
11	Alat Timbang Manual / Manual Weighing Tool	685.000.000	680.000.000	99,27%	Selesai / Completed
12	<i>Shock Absorber Tester</i>	1.403.000.000	-	0%	Sudah Kontrak, perkiraan kedatangan barang bulan Februari 2022 (Kontrak no. 127/HK-PG/KCI/V/2021) / Contract signed, estimated arrival of goods in February 2022 (Contract no. 127/HK-PG/KCI/V/2021)
13	<i>Alat Tes Coil Spring OHM / OHM Coil Spring Test Tool</i>	4.752.900.000	-	0%	Sudah Kontrak, perkiraan kedatangan barang bulan Januari 2022 (Kontrak no.145/HK-PG/KCI/V/2021) / Contract signed, estimated arrival of goods in January 2022 (Contract no.145/HK-PG/KCI/V/2021)
14	<i>Static Motor Tester and Winding Analyzer</i>	2.395.800.000	1.494.400.000	62,38%	Selesai / Completed
15	Alat Timbangan Portabel / Portable Weighing Tool	3.410.000.000	3.069.000.000	90,00%	Selesai / Completed
16	<i>Auxilliary Car Dolly</i>	525.000.000	420.000.000	80,00%	Selesai / Completed
17	Forklift 3 Ton	430.570.305	300.850.000	69,87%	Selesai / Completed
18	Forklift 5 Ton	743.170.725	697.400.000	93,84%	Selesai / Completed
19	<i>Arrester Tester</i>	600.000.000	200.000.000	33,33%	Selesai / Completed
20	Mobil Rescue (2 Unit) / 2 Units of Rescue Cars	4.424.000.000	2.816.000.000	63,65%	Selesai / Completed

No	Uraian / Description	Program RKAP	Realisasi / Realization	Pencapaian (%) / Achievement (%)	Keterangan / Information
Aset Tak Berwujud / Intangible Assets					
21	Sistem Penerbitan Kartu e-money / E-money Card issuance system	12.000.000.000	2.333.111.000	19,44%	Selesai / Completed
Total		98.494.841.201	67.373.924.734	68,40%	

PERBANDINGAN ANTARA TARGET DAN REALISASI KINERJA KEUANGAN TAHUN 2021 SERTA PROYEKSI TAHUN 2022

COMPARISON BETWEEN TARGET AND REALIZATION OF FINANCIAL PERFORMANCE IN 2021 AND PROJECTIONS FOR 2022

Target dan Realisasi Tahun 2021

(dalam jutaan Rupiah)

Uraian / Description	RKAP 2021	Realisasi 2021 / 2021 Realization	Pencapaian (%) / Achievement (%)
Aset / Assets	2.052.811	2.304.822	112,28%
Liabilitas / Liabilities	784.846	1.007.162	128,33%
Ekuitas / Equity	1.267.965	1.297.660	102,34%
Pendapatan / Revenue	3.029.388	2.398.802	79,18%
Beban Pokok Pendapatan / Cost of Revenue	(2.675.046)	(1.999.892)	74,76%
Laba Tahun Berjalan / Profit for the Year	253.377	285.192	112,56%
Arus Kas Diperoleh Dari (Digunakan Untuk) Aktivitas Operasi / Cash Flows from (used in) Operating Activities	352.422	554.407	157,31%
Arus Kas Diperoleh Dari (Digunakan Untuk) Aktivitas Investasi / Cash Flows from (used in) Investing Activities	(122.574)	(91.572)	74,71%
Arus Kas Diperoleh Dari (Digunakan Untuk) Aktivitas Pendanaan / Cash Flows from (used in) Financing Activities	(154.806)	(159.855)	103,26%

Target dan Realisasi Tahun 2021

(in millions of Rupiah)

Aset

Realisasi aset sebesar Rp2,30 triliun atau 112,28% dari RKAP 2021 sebesar Rp2,05 triliun. Rincian dari aset tersebut di antaranya:

1. Kas dan setara kas terealisasi Rp914,59 miliar atau 40% dari total aset, dibandingkan dengan RKAP 2021 tercapai sebesar 133% atau sebesar Rp686,62 miliar. Hal ini disebabkan karena PSO yang telah dibayarkan;
2. Piutang Usaha terealisasi Rp234,40 miliar atau 126% dari RKAP 2021 sebesar Rp185,69 miliar;

Assets

Asset realization of Rp2.30 trillion or 112.28% of the 2021 RKAP of Rp2.05 trillion. The details of these assets include:

1. Cash and cash equivalents realized at Rp914.59 billion or 40% of total assets, compared to the 2021 RKAP achieved at 133% or Rp686.62 billion. This was due to the payment of PSO;
2. Account Receivable realized at Rp234.40 billion or 126% of the 2021 RKAP of Rp185.69 billion;

3. Persediaan terealisasi Rp128,38 miliar atau 129% dari RKAP 2021 sebesar Rp99,60 miliar;
4. Aset lancar lainnya terealisasi Rp163,15 miliar atau 95% dari RKAP 2021 Rp171,91 miliar;
5. Aset tetap terealisasi Rp669,07 miliar atau 86% dari RKAP 2021 Rp774,07 miliar. Hal ini disebabkan karena adanya efisiensi investasi dan investasi dalam proses seperti *Pneumatik Test Bench*, Alat Tes *Shock Absorber*, Alat Tes *Coil Spring* dan Lobby Ruang Direksi;
6. Aset tidak lancar lainnya terealisasi Rp195,24 miliar atau 145% dibandingkan dengan RKAP 2021 sebesar Rp134,92 miliar.

Liabilitas

Realisasi liabilitas sebesar Rp1,01 triliun atau 128,33% dari RKAP 2021 sebesar Rp784,85 miliar dengan rincian:

1. Utang usaha terealisasi sebesar Rp182,92 miliar atau 162% dari RKAP 2021 Rp113,13 miliar. Hal ini disebabkan karena hutang rekanan yang belum terealisasi akibat terlambatnya penerimaan dana PSO (porsi terbesar dana PSO terealisasi 31 Desember 2021);
2. PDDM (Pendapatan Diterima Di Muka) terealisasi Rp199,43 miliar atau 264% dari RKAP 2021 sebesar Rp75,55 miliar yang disebabkan oleh adanya pencadangan pengembalian PSO berdasarkan *self-assessment* dan kenaikan dana *floating KMT*;
3. Utang lancar lainnya terealisasi Rp157,57 miliar. Utang lancar lainnya terealisasi 104% dari RKAP 2021 Rp151,29 miliar yang terdiri dari realisasi utang pajak sebesar Rp92,00 miliar, utang lain-lain sebesar Rp5,16 miliar, utang bank jangka pendek sebesar Rp59,44 miliar dan liabilitas hak guna jangka pendek sebesar Rp963,30 juta atau Rp0,96 miliar;
4. Liabilitas jangka panjang terealisasi sebesar Rp245,91 miliar atau 76% dari RKAP 2021 Rp324,28 miliar. Utang jangka panjang ini terdiri dari utang bank, utang imbalan pascakerja, liabilitas hak guna jangka panjang dan liabilitas jangka panjang lainnya. Liabilitas jangka panjang lainnya terealisasi 0% dari program Rp55,00 miliar karena belum terealisasinya akuisisi PT Railink. Selain itu juga disebabkan karena sisa plafon kredit investasi untuk pembelian commuterline tidak ditarik seluruhnya.

3. Inventories realized at Rp128.38 billion or 129% of the 2021 RKAP of Rp99.60 billion;
4. Other current assets realized at Rp163.15 billion or 95% of the 2021 RKAP Rp171.91 billion;
5. Fixed assets realized at Rp669.07 billion or 86% of the 2021 RKAP Rp774.07 billion. This is due to the efficiency of investment and investment in processes such as Pneumatic Test Bench, Shock Absorber Test Equipment, Coil Spring Test Equipment and Board of Directors Room Lobby.
6. Other non-current assets realized at Rp195.24 billion or 145% compared to the 2021 RKAP of Rp134.92 billion.

Liabilities

Realization of liabilities of Rp1.01 trillion or 128.33% of the 2021 RKAP of Rp784.85 billion with details:

1. Account payables was realized at Rp182.92 billion or 162% of the 2021 RKAP of Rp113.13 billion. This was due to the unrealized debt of partners due to late receipt of PSO funds (the largest portion of PSO funds was realized December 31, 2021);
2. PDDM (Unearned Revenue) was realized at Rp199.43 billion or 264% of the 2021 RKAP of Rp75.55 billion due to the provision of PSO returns based on self-assessment and an increase in KMT floating funds;
3. Other current liabilities was realized Rp157.57 billion. Other current liabilities realized 104% of the 2021 RKAP of Rp151.29 billion, which consisted of realized tax payables of Rp92.00 billion, other debts of Rp5.16 billion, short-term bank loans of Rp59.44 billion and short-term right-of-use liabilities. in the amount of Rp963.30 million or Rp0.96 billion;
4. Long-term liabilities was realized at Rp245.91 billion or 76% of the 2021 RKAP of Rp324.28 billion. This long-term debt consists of bank loans, post-employment benefits payable, long-term usufructuary rights and other long-term liabilities. Other long-term liabilities were realized at 0% of the Rp55.00 billion program because the acquisition of PT Railink had not been realized. In addition, this was also due to the fact that the remaining investment credit ceiling for the purchase of commuterline was not fully withdrawn;

Ekuitas

Realisasi ekuitas terealisasi Rp1,30 triliun atau 102,34% dari RKAP 2021 Rp1,27 triliun. Hal tersebut dikarenakan realisasi laba lebih tinggi dari program.

Pendapatan

Pendapatan terealisasi sebesar Rp2,40 triliun atau 79,18% dari RKAP 2021 sebesar Rp3,03 triliun dengan penjelasan sebagai berikut:

1. Pendapatan penumpang terealisasi Rp531,39 miliar atau 75% dari RKAP 2021 sebesar Rp711,49 miliar. Hal ini disebabkan karena tidak tercapainya volume penumpang akibat pemberlakuan PPKM Darurat dan PPKM Level 4 yang dimulai 3 Juli 2021, commuterline Yogyakarta yang baru beroperasi tanggal 10 Februari 2021 dan belum dioperasikannya KA Basoetta oleh KAI Commuter;
2. Pendapatan pendukung angkutan KA terealisasi Rp91,07 juta yang merupakan pendapatan suplesi dan penalti dimana RKAP 2021 tidak menganggarkan pendapatan suplesi;
3. Pendapatan non angkutan terealisasi Rp127,36 miliar atau 87% dari RKAP 2021 sebesar Rp146,05 miliar. Hal ini disebabkan antara lain belum beroperasinya KA Basoetta dan masih lesunya pasar periklanan akibat Covid-19;
4. Pendapatan PSO terealisasi Rp1,74 triliun atau 80% dari RKAP 2021 Rp2,17 triliun, sehubungan dengan belum beroperasinya KA Basoetta dan adanya penghematan biaya operasi sebagai pembentuk tarif operator.

Beban

Beban terealisasi sebesar Rp1,99 triliun atau 74,76% dari RKAP 2021 sebesar Rp2,68 triliun dengan penjelasan sebagai berikut:

1. Realisasi biaya pegawai Rp547,28 miliar atau 91% dari RKAP 2021 Rp599,62 miliar. Hal ini disebabkan di antaranya belum beroperasinya KA Basoetta;

Equity

Equity was realized at Rp1.30 trillion or 102.34% of the 2021 RKAP of Rp1.27 trillion. This was due to the realization of profit being higher than the program.

Revenue

Revenue was realized at Rp2.40 trillion or 79.18% of the 2021 RKAP of Rp3.03 trillion with the following details:

1. Passenger revenue was realized at Rp531.39 billion or 75% of the 2021 RKAP of Rp711.49 billion. This is due to the non-achievement of passenger volume due to the implementation of Emergency PPKM and PPKM Level 4 starting on 3 July 2021, Yogyakarta commuterline which only operated on 10 February 2021 and the Basoetta Train has not been operated by KAI Commuter;
2. Revenue of supporting railway transportation was realized at Rp91.07 million which was supplementary income and penalties where the 2021 RKAP did not budget for supplementary income;
3. Non-transportation revenue was realized at Rp127.36 billion or 87% of the 2021 RKAP of Rp146.05 billion. This is due to, among others, the not yet operating Basoetta train and the sluggish advertising market due to Covid-19;
4. PSO revenue was realized at Rp1.74 trillion or 80% of the 2021 RKAP Rp2.17 trillion, due to the not yet operating Basoetta train and the savings in operating costs as a form of operator tariffs.

Operating Costs

Operating Costs was realized at Rp1.99 trillion or 74.76% of the 2021 RKAP of Rp2.68 trillion with the following explanation:

1. Realization of employee costs of Rp547.28 billion or 91% of the 2021 RKAP of Rp599.62 billion. This was due to, among others, the Basoetta train which has not commenced its operations;

- | | |
|---|--|
| <p>2. Realisasi biaya BBM dan LAA Rp198,55 miliar atau 93% dari RKAP 2021 Rp214,27 miliar. Hal ini disebabkan karena belum beroperasinya KA Basoetta dan perubahan mekanisme transaksi BBM KA Lokal dengan KAI;</p> <p>3. Realisasi perawatan sarana Rp208,15 miliar atau 59% dari RKAP 2021 Rp353,17 miliar. Hal ini disebabkan karena perubahan mekanisme transaksi perawatan KA Lokal dengan KAI dan ketidaktercapaian penyerapan suku cadang atas perawatan commuteline Jabodetabek.</p> <p>4. Realisasi sewa Rp20,85 miliar atau 10% dari RKAP 2021 Rp202,28 miliar, karena belum adanya sewa untuk pengoperasian KA Basoetta termasuk sewa Stasiun Basoetta dan perubahan skema transaksi sewa KA Lokal dengan KAI;</p> | <p>2. Realization of fuel and LAA costs of Rp198.55 billion or 93% of the 2021 RKAP of Rp214.27 billion. This was due to the not yet operating Basoetta train and changes in the mechanism for the local train fuel transaction with KAI;</p> <p>3. Realization of rolling stock maintenance of Rp208.15 billion or 59% of the 2021 RKAP of Rp353.17 billion. This is due to changes in the transaction mechanism for the maintenance of local trains with KAI and the failure to absorb spare parts for the maintenance of the Jabodetabek commuteline.</p> <p>4. Lease realization of Rp20.85 billion or 10% of RKAP 2021 of Rp202.28 billion, because there is no lease for the operation of the Basoetta train, including the rental of Basoetta Station and changes in the scheme for the local train lease transaction with KAI;</p> |
|---|--|



5. Realisasi penggunaan prasarana TAC (*Track Access Charge*) sebesar Rp61,45 miliar atau 37% dari RKAP 2021 Rp168.09 miliar disebabkan diantaranya karena belum beroperasinya KA Basoetta oleh KAI Commuter dan beban IMO pada PT KAI mengalami penurunan, yang merupakan komponen utama pembentukan biaya TAC KAI Commuter;
 6. Realisasi penyusutan pada tahun 2021 sebesar Rp103,44 miliar atau 88% dari RKAP 2021 sebesar Rp118,20 miliar, hal ini disebabkan karena penyerapan investasi tahun 2021 lebih rendah daripada program, baik karena adanya penundaan maupun bergesernya waktu realisasi investasi.
 7. Realisasi beban komersial sebesar Rp80,61 miliar atau 88% dari RKAP 2021 sebesar Rp91,77 miliar. Hal ini akibat efisiensi biaya komersial dan *non-core* karena ketidaktercapaian pendapatan non angkutan dan belum beroperasinya KA Basoetta;
 8. Realisasi beban operasi sebesar Rp15,29 miliar atau 74% dari anggaran Rp20,78 miliar disebabkan efisiensi kegiatan pembinaan awak KA sehubungan dengan pemberlakuan PPKM;
 9. Realisasi beban pelayanan sebesar Rp396,62 miliar atau 79% dari anggaran Rp502,32 miliar. Hal ini disebabkan di antaranya belum beroperasinya KA Basoetta, penundaan sebagian *video surveillance*, efisiensi pengadaan cuci kereta, dan realisasi UMP yang lebih rendah daripada program;
 10. Realisasi beban keamanan sebesar Rp325,07 miliar atau 99% dari anggaran Rp326,64 miliar dikarenakan efisiensi atas negosiasi kontrak pengadaan;
 11. Realisasi beban asuransi penumpang sebesar Rp2,85 miliar atau 58% dari RKAP 2021 Rp4,90 miliar seiring dengan ketidaktercapaian volume penumpang;
 12. Realisasi beban umum sebesar Rp39,74 miliar atau 54% dari program Rp73,01 miliar, hal ini dikarenakan adanya efisiensi biaya.
5. Realization of the use of TAC (*Track Access Charge*) infrastructure of Rp61.45 billion or 37% of the 2021 RKAP of Rp168.09 billion was due to, among other things, the not yet operating Basoetta train by KAI Commuter and the IMO burden on PT KAI has decreased, which is the main component of the formation of the TAC fee KAI Commuter;
 6. Realization of depreciation in 2021 was Rp103.44 billion or 88% of RKAP 2021 of Rp118.20 billion, this was due to investment absorption in 2021 being lower than the program, either due to delays or shifts in the timing of investment realization.
 7. Realization of commercial expenses amounted to Rp80.61 billion or 88% of the 2021 RKAP of Rp91.77 billion. This was due to the efficiency of commercial and non-core costs due to the non- achievement of non-transportation revenues and the not yet operating Basoetta train;
 8. Realization of operating expenses of Rp15.29 billion or 74% of the Rp20.78 billion budget due to the efficiency of train crew development activities related to the implementation of PPKM;
 9. Realization of service expenses was Rp396.62 billion or 79% of the Rp502.32 billion budget. This is due to, among others, the not yet operating Basoetta train, the delay in part of video surveillance, the efficiency of train washing procurement, and the realization of the UMP which is lower than the program;
 10. Realization of security expenses of Rp325.07 billion or 99% of the Rp326.64 billion budget due to efficiency in negotiating procurement contracts;
 11. Realization of passenger insurance expenses of Rp2.85 billion or 58% of the 2021 RKAP of Rp4.90 billion in line with the unattainable volume of passengers;
 12. The realization of general expenses was Rp39.74 billion or 54% of the Rp73.01 billion program, this was due to cost efficiency.

Arus Kas Diperoleh Dari (Digunakan Untuk) Aktivitas Operasi

Realisasi arus kas operasi sebesar Rp554,41 miliar dari RKAP 2021 Rp352,42 miliar. Hal ini disebabkan karena penerimaan PSO tahun 2021 dan 2020 telah terealisasi.

Arus Kas Diperoleh Dari (Digunakan Untuk) Aktivitas Investasi

Realisasi arus kas yang digunakan untuk investasi adalah Rp(91,57) miliar dari RKAP 2021 sebesar Rp(122,57) miliar. Hal ini disebabkan adanya efisiensi investasi dan investasi dalam proses seperti *Pneumatik Test Bench*, Alat Tes *Shock Absorber*, Alat Tes *Coil Spring* dan Lobby Ruang Direksi serta peningkatan dana dibatasi penggunaannya.

Arus Kas Diperoleh Dari (Digunakan Untuk) Aktivitas Pendanaan

Realisasi arus kas yang digunakan untuk pendanaan yakni sebesar Rp(159,85) miliar dari RKAP 2021 sebesar Rp(154,81) miliar karena sisa plafon kredit investasi untuk pembelian commuteline tidak ditarik atas kedatangan commuteline tahun 2020.

PROYEKSI TAHUN 2022

Dalam menentukan target kinerja untuk tahun 2022, Perusahaan menggunakan asumsi-asumsi eksternal terkait perkembangan ekonomi nasional di tahun yang akan datang seperti yang ditunjukkan pada tabel asumsi makroekonomi berikut.

Cash Flows from (used in) Operating Activities

The cash flows from (used in) operating activities was realized at Rp554.41 billion from the 2021 RKAP of Rp352.42 billion. This was due to the PSO receipts in 2021 and 2020 which have been realized;

Cash Flows from (used in) Investing Activities

Realization of cash flow used in investment was at Rp(91.57) billion from RKAP 2021 of Rp122.57 billion. This was due to the efficiency in investment and investment in processes such as *Pneumatic Test Bench*, *Shock Absorber Test Tool*, *Coil Spring Test Tool* and *Lobby of the Board of Directors Room* and increase in restricted funds.

Cash Flows from (used in) Funding Activities

The realization of cash flow used in financing activities was Rp(159.85) billion from the 2021 RKAP of Rp154.81 billion due to the remaining investment credit ceiling for the purchase of commuteline was not withdrawn upon the arrival of commuteline in 2020.

PROJECTIONS FOR 2022

In determining the performance target for 2022, the Company uses external assumptions related to national economic developments in the coming year as shown in the following table of macroeconomic assumptions.

Indikator / Indicator	Besaran Nilai Asumsi 2022 / Value of the 2022 Assumptions
Pertumbuhan Ekonomi / Economic Growth	5,0%-5,5%
Tingkat Inflasi / Inflation Rate	3,0%
Nilai Tukar Kurs Rupiah Terhadap USD / Exchange Rate of Rupiah to USD	Rp14.350
Tingkat Bunga SPN 3 Bulan / 3 Month SPN Interest Rate	6,82%
Harga Minyak Mentah / Crude Oil Price	USD63/barel

Berikut adalah target yang telah ditetapkan dalam RKAP 2022 yang meliputi Kinerja Operasional, Kinerja Keuangan, dan Kinerja Investasi yang ingin dicapai pada tahun yang akan datang.

Berikut adalah target yang telah ditetapkan dalam RKAP 2022 yang meliputi Kinerja Operasional, Kinerja Keuangan, dan Kinerja Investasi yang ingin dicapai pada tahun yang akan datang.

Kinerja Operasional

Operational Performance

Uraian / Description	RKAP 2022	Realisasi 2021 / 2021 Realization	Pertumbuhan (%) / Growth (%)
Volume Penumpang / Passenger Volume	237.551.867	131.148.587	81,13%
Volume Penumpang KRL / KRL Passenger Volume	210.716.586	127.826.754	64,85%
Volume Penumpang KA Lokal / Local Train Passenger Volume	20.677.374	3.321.833	522,47%
KM-Penumpang / KM- Passengers	8.986.530.500	4.673.587.646	92,28%
Okupansi Dinamis / Dynamic Occupancy	35,6%	21,2%	14,4%

Kinerja Keuangan

Financial Performance

(dalam jutaan Rupiah)

(in millions of Rupiah)

Uraian / Description	RKAP 2022	Realisasi 2021 / 2021 Realization	Pertumbuhan (%) / Growth (%)
Aset / Assets	2.475.828	2.304.822	7,42%
Liabilitas / Liabilities	1.079.349	1.007.162	7,17%
Ekuitas / Equity	1.396.479	1.297.660	7,62%
Pendapatan / Revenue	3.146.413	2.398.802	31,17%
Beban Pokok Pendapatan / Cost of Revenue	(2.871.730)	(1.999.892)	(43,59%)
Laba Tahun Berjalan / Profit for the Year	182.622	285.192	(35,97%)
Arus Kas Diperoleh Dari (Digunakan Untuk) Aktivitas Operasi / Cash Flows from (used in) Operating Activities	272.462	554.407	(50,86%)
Arus Kas Diperoleh Dari (Digunakan Untuk) Aktivitas Investasi / Cash Flows from (used in) Investing Activities	(996.928)	(91.572)	(988,68%)
Arus Kas Diperoleh Dari (Digunakan Untuk) Aktivitas Pendanaan / Cash Flows from (used in) Financing Activities	313.439	(159.855)	296,08%

Kinerja Investasi

(dalam jutaan Rupiah)

Investment Performance

(in millions of Rupiah)

Uraian / Description	RKAP 2022	Realisasi 2021 / 2021 Realization	Pertumbuhan (%) / Growth (%)
Aset Sarana / Rolling Stock Assets	18.800	3.311	467,80%
Aset Prasarana / Infrastructure Assets	107.234	51.134	109,71%
Aset Fasilitas / Facilities Assets	95.292	10.597	799,24%
Aset Tak Berwujud / Intangible Assets	3.701	2.333	58,64%
Investasi di Wilayah VI / Investment in Region VI	1.178	-	100,00%
Investasi KA Basoetta / Investments in KA Basoetta	754.787	-	100,00%
Total	980.992	67.374	1.356,04%

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL PELAPORAN AKUNTAN

Tidak ada informasi dan fakta material yang terjadi setelah tanggal pelaporan akuntan dibuat untuk Perusahaan selama tahun 2021.

MATERIAL INFORMATION AND FACTS OCCURRING AFTER THE ACCOUNTANT'S REPORTING DATE

There were no material information and facts that occurred after the date the accountant's reporting was made for the Company during 2021.

PROSPEK USAHA

Ditahunmendatang, KCI berencana mengoperasikan Stasiun Matraman guna mengurangi kepadatan Stasiun Manggarai, sehingga memberikan kenyamanan dan kemudahan bagi penumpang.

BUSINESS OUTLOOK

In the future, KCI plans to operate the Matraman Station to reduce the density of Manggarai Station, thereby providing comfort and convenience for passengers.

Selanjutnya rencana integrasi perjalanan commuteline melalui aplikasi Gojek pada fitur GoTransit, yang ke depannya akan menjadi ekosistem *journey planner* sehingga akan memudahkan penumpang dalam melakukan perjalanan *first mile* dan *last mile*.

Furthermore, the plan to integrate commuteline trips through the Gojek application on the GoTransit feature is expected to be realized as a journey planner ecosystem in facilitating passengers in first mile and last mile travels.

KAI Commuter juga tengah melakukan persiapan pelaksanaan program strategis penugasan KAI Commuter terkait KA Lokal Wilayah 2 Bandung dan Wilayah 8 Surabaya. Rencana tersebut dilakukan agar pelayanan commuteline bisa diperluas dan KAI Commuter dapat berekspansi ke luar wilayah Jabodetabek sehingga KAI Commuter bisa lebih banyak berkontribusi untuk masyarakat.

KAI Commuter is also preparing for the implementation of KAI Commuter's strategic assignment program related to Local Trains Region 2 Bandung and Region 8 Surabaya. The plan is carried out in expanding the commuteline services and therefore expanding KAI Commuter outside the Jabodetabek area while contributing more to the community.

Mencakup layanan secara keseluruhan, KAI Commuter akan semakin meningkatkan keunggulan layanan dengan mengembangkan proses pembayaran tiket yaitu *top up* melalui C-Access dan QR Payment, serta KMT akan jadi *payment gateway* dan *open loop* terhadap pembayaran moda transportasi. Sebelumnya, pengguna KRL dapat memperoleh informasi seputar jadwal perjalanan KRL, posisi kereta secara *real time*, tarif, serta informasi kepadatan di stasiun, dan mengecek saldo. Di tahun depan, pengguna juga dapat melakukan *top up* melalui aplikasi C-Access di smartphone, sehingga akses perjalanan menjadi lebih mudah dan bisa dilakukan dimana saja.

ASPEK PEMASARAN

Perseroan memiliki kegiatan pemasaran dengan tujuan menjadikan seluruh produk, jasa, dan layanan KAI Commuter memiliki *brand* yang kuat sehingga dapat menunjang aktivitas pemasaran serta pertumbuhan penjualan jasa secara signifikan. Untuk mencapai *brand awareness* di masyarakat, KAI Commuter melakukan komunikasi pemasaran yang optimal serta *positioning* KAI Commuter yang unik, tepat dan relevan dari seluruh produk dan jasa pada setiap target market, sehingga akan lebih menjamin keberhasilan program ekspansi bisnis yang tengah dijalankan. Agar pencapaian misi tersebut terlaksana, KAI Commuter merancang strategi komunikasi pemasaran yang diaplikasikan secara berkesinambungan selaras dengan perkembangan kondisi industri dan sasaran pengembangan bisnis.

Di tahun 2021, kegiatan pemasaran difokuskan pada upaya peningkatan fasilitas pelayanan dan peresmian operasional wilayah 6 (Yogyakarta-Solo; Kutoarjo-Yogyakarta). Selain itu, KCI juga berfokus pada integrasi antar moda, pengembangan uang elektronik, serta *e-commerce*.

In terms of overall services, KAI Commuter will further enhance service excellence by developing the ticket payment process, namely top up via C-Access and QR Payment, and KMT will become a payment gateway and open loop for transportation mode payments. Previously, KRL users could obtain information about KRL travel schedules, real-time train positions, fares, and information on density at stations, and check balances. Next year, users will also be able to top up through the C-Access application on their smartphone, creating a more accessible and convenient travel experience.

MARKETING ASPECT

The Company's marketing activities are implemented with the aim of creating a strong brand for all KAI Commuter products and services so that they can support marketing activities and create significant growth of sales. To achieve brand awareness in the community, KAI Commuter conducts optimal marketing communications as well as KAI Commuter's unique, precise and relevant positioning of all products and services in each target market, thus ensuring the success of the ongoing business expansion program. In order to achieve this mission, KAI Commuter designs a marketing communication strategy that is applied continuously in line with the development of industrial conditions and business development goals.

In 2021, the marketing activities focused on efforts to improve service facilities and inaugurate the operation of area 6 (Yogyakarta-Solo; Kutoarjo-Yogyakarta). In addition, KCI also focuses on intermodal integration, development of electronic money, and e-commerce.

RENCANA PENGEMBANGAN STRATEGI BISNIS TAHUN 2022

Program strategis RKAP Tahun 2022 sebagai berikut:

BUSINESS STRATEGY DEVELOPMENT PLAN FOR 2022

The strategic program of the 2022 RKAP is as follows:



Program Strategis KAI Commuter Tahun 2022 tercermin dalam "5 PILAR STRATEGI 2022" yang telah tersusun dalam program RKAP 2022 yaitu:

Operation Excellence:

1. Investasi Griya Karya Jakarta kota & Parung Panjang
2. Investasi Pembangunan UPT Crew KA, Rencana Safety and Security Room (SSR)
3. Rencana Operasional SF-12 *Loopline*
4. Program LTPA untuk *Maintenance* commuterline
5. Investasi Lift untuk *Underpass*
6. Penerapan ERM dan Digitalisasi sistem Perawatan Sarana
7. Penyesuaian Tarif commuterline

Customer Experience:

1. Pengembangan *Card Management System* & *Redesign Ticketing System*
2. Pengembangan KRL Access menjadi C-Access
3. Penambahan Stasiun UE
4. Pengembangan *System Journey Planner* (Gojek dan lain-lain)
5. Penyediaan layanan *Electronic Fare Collection (EFC)* & Pengembangan Fitur *Vending Machine*
6. Pengembangan CRM (*Customer Relationship Management*)

KAI Commuter's Strategic Program for 2022 is reflected in the "5 PILLARS OF THE 2022 STRATEGY" which have been compiled in the 2022 RKAP program, namely:

Operational Excellence:

1. Investment in Griya Karya Jakarta & Parung Panjang
2. Investment in UPT Crew KA Development, Safety and Security Room (SSR) Plan
3. SF-12 *Loopline* Operational Plan
4. LTPA Program for commuterline *Maintenance*
5. Investment in Elevators for *Underpass*
6. Implementation of ERM and Digitization of Rolling Stock Maintenance System
7. Commuterline Tariff Adjustment

Customer Experience:

1. Development of *Card Management System* & *Redesign of Ticketing System*
2. Development of KRL Access to C-Access
3. Addition of UE Station
4. Development of *System Journey Planner* (Gojek and others)
5. Provision of *Electronic Fare Collection (EFC)* services & *Vending Machine Feature* Development
6. Development of CRM (*Customer Relationship Management*)

Integration and Collaboration:

1. Penyusunan Kajian Bisnis Integrasi Jabodetabek
2. Uji Coba KMT Antar Moda
3. Kerjasama dengan BPTJ, Integrasi Sistem Pembayaran dengan Buskita
4. Usulan Integrasi Pembayaran dengan Antarmoda di Bandung, Jateng, Surabaya

Business Expansion:

1. Pengelolaan KA lokal 2 & 8
2. Kajian Bisnis Basoetta
3. Persiapan Layanan commuterline Wilayah 6 sampai Palur
4. Usulan Bisnis OM & Ticketing ke Operator berbasis Kereta Listrik
5. Usulan Rencana Commuter Tower

Green Commuter:

1. Rencana Pemasangan Solar Cell di BY dan Dipo
2. Pembangunan 25 Stasiun Ramah Lingkungan
3. Green Office & Hijaukan Griya Karya
4. Digitalisasi Dokumen RDS V3
5. Pegadaan Parkir Sepeda dan Taman di Stasiun

INFORMASI MATERIAL TERKAIT INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN/PELEBURAN USAHA, AKUISISI ATAU RESTRUKTURASI UTANG/MODAL

Pada tahun 2021, Perseroan tidak melakukan divestasi, penggabungan/peleburan usaha, dan akuisisi.

Namun, realisasi penyerapan anggaran investasi pada tahun 2021 sebesar 68,40% terhadap anggaran investasi pada tahun 2021 yang rinciannya sudah dipaparkan pada bagian "Investasi Barang Modal".

Integration and Collaboration:

1. Preparation on Studies for the Jabodetabek Integration Business
2. Intermodal KMT Trial
3. Cooperation with BPTJ, Payment System Integration with Buskita
4. Proposal of Payment Integration with Intermodal Payment in Bandung, Central Java, and Surabaya

Business Expansion:

1. Management of local 2 & 8 trains
2. Business Studies on Basoetta
3. Commuterline Service Preparation Region 6 to Palur
4. Proposal of OM & Ticketing Business to Electric Train-based Operators
5. Proposal of Commuter Tower Plan

Green Commuter:

1. Solar Cell Installation Plan at BY and Dipo
2. Construction of 25 Eco-Friendly Stations
3. Green Office & Greening of Griya Karya
4. RDS V3 Document Digitization
5. Procurement of Bike Parking and Parks at the Station

MATERIAL INFORMATION RELATED TO INVESTMENT, EXPANSION, DIVESTMENT, BUSINESS MERGER/CONSOLIDATION, ACQUISITION OR DEBT/CAPITAL RESTRUCTURING INVESTMENTS

In 2021, the Company did not carry out any divestment, business merger/consolidation, and acquisition.

However, the realization of investment budget absorption in 2021 reached 68.49% of the 2021 investment budget in which the details have been presented in the "Capital Goods Investment" section.

KEBIJAKAN DIVIDEN

Berdasarkan Risalah Umum Pemegang Saham No. KP.303/VI/2/KA-2021 tanggal 9 Juni 2021, Perusahaan melakukan pembagian Dividen yang dibagikan ke pemegang saham PT Kereta Commuter Indonesia di tahun 2021.

Dividen / Dividend	2021	2020	2019	2018
Laba Bersih Tahun Sebelumnya (Rp Juta) / Net Profit of Previous Year (Rp Million)	77.686	251.818	(310.568)	495.309
Dividen Kas yang Dibagikan (Rp Juta) / Cash Dividends Paid (Rp Million)	15.537	37.789	0	247.655
Payout Ratio	20,00%	15,04%	0,00%	50,00%
Tanggal Pengumuman / Announcement Date	9 Juni 2021 / June 9, 2021	29 Juni 2020 / June 29, 2020	14 April 2019 / April 14, 2019	28 Maret 2018 / March 28, 2018

DIVIDEND POLICY

Based on the General Minutes of Shareholders No. KP.303/VI/2/KA-2021 dated June 9, 2021. The Company has stipulated the payment of dividends to the shareholders of PT Kereta Commuter Indonesia in 2021.

PROGRAM KEPEMILIKAN SAHAM OLEH PEGAWAI DAN/ATAU MANAJEMEN YANG DILAKSANAKAN PERSEROAN (ESOP/MSOP)

Hingga 31 Desember 2021, Perseroan belum memiliki program kepemilikan saham oleh pegawai dan/atau manajemen sehingga informasi terkait jumlah saham, jangka waktu, persyaratan pegawai dan/atau manajemen yang berhak dan sebagainya tidak tersedia dalam laporan ini.

EMPLOYEE AND/OR MANAGEMENT STOCK OPTION PLAN (ESOP/MSOP) IMPLEMENTED BY THE COMPANY

As of December 31, 2021, the Company has no employee and/or management stock option plans so that information regarding the number of shares, term, requirements for eligible employees and/or management, etc. is not available to be disclosed in this report.

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Hingga 31 Desember 2021, Perseroan tidak mendaftarkan Perseroan di pasar modal serta tidak melakukan penawaran umum saham kepada publik (*Initial Public Offering*/IPO), sehingga informasi mengenai realisasi penggunaan dana hasil penawaran umum tidak relevan untuk disajikan pada Laporan Tahunan ini.

REALIZATION OF USE OF PROCEEDS FROM PUBLIC OFFERING

Until December 31, 2021, the Company is not registered in the capital market and did not conduct an Initial Public Offering (IPO), so that information regarding the realization of the use of proceeds from the public offering is irrelevant to be presented in this Annual Report.

KONTRIBUSI TERHADAP NEGARA

Sebagai perusahaan yang patuh terhadap semua peraturan yang berlaku, Perseroan telah melakukan pemenuhan terkait kewajiban dalam membayar pajak yang merupakan salah satu bentuk kontribusi KAI Commuter kepada negara. Pada tahun 2021, Perusahaan telah melakukan pemenuhan kewajiban tersebut. Perseroan telah membayarkan pajak kepada negara sejumlah Rp80,63 miliar naik Rp79,05 miliar dibandingkan tahun 2020 sebesar Rp1,58 miliar. Adapun kontribusi pajak dari Perseroan di tahun 2021 dan 2020 adalah sebagai berikut:

Uraian / Description	2021	2020	Pertumbuhan / Growth	
			Nominal	Persentase (%) / Percentage (%)
- PPh Badan Tahunan	87.690	14.581	73.109	501,39%
- With Holding Tax	41.705	53.746	12.041	-22,40%
- PPN	10.893	2.937	7.956	270,86%
Total	140.288	71.264	69.024	96,86%

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

Sepanjang tahun 2021, Perseroan telah melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK No. 7 mengenai "Pengungkapan Pihak-pihak Berelasi." Pihak berelasi adalah orang atau entitas yang terkait dengan entitas pelapor:

- (1) Orang atau anggota keluarga terdekatnya dikatakan memiliki relasi dengan Perseroan jika orang tersebut:
 - (i) memiliki pengendalian ataupun pengendalian Bersama terhadap Perseroan,
 - (ii) memiliki pengaruh signifikan terhadap Perseroan, atau
 - (iii) merupakan personil manajemen kunci dari Perseroan ataupun entitas induk.

CONTRIBUTION TO THE COUNTRY

As a company that complies with all applicable regulations, the Company has fulfilled its obligation to pay taxes which is a form of KAI Commuter's contribution to the state. In 2021, the Company has fulfilled this obligation. The Company has paid taxes to the state in the amount of Rp80.63 billion., an increase of Rp79.05 billion compared to 2020 of Rp1.58 billion. The tax contributions of the Company in 2021 and 2020 are as follows:

INFORMATION ON MATERIAL TRANSACTIONS CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED PARTIES

Throughout 2021, the Company has entered into transactions with related parties as defined in PSAK No. 7 regarding "Related Party Disclosures." A related party is a person or entity that is related to the reporting entity:

- (1) A person or his/her closest family member is said to have a relationship with the Company if that person:
 - (i) has joint control or control over the Company,
 - (ii) has significant influence on the Company, or
 - (iii) is a key management personnel of the Company or the parent entity.

(2) Sedangkan suatu entitas dikatakan memiliki relasi dengan Perseroan jika memenuhi salah satu dari hal berikut ini:

- (i) entitas tersebut dan Perseroan adalah anggota dari kelompok usaha yang sama, merupakan entitas asosiasi atau ventura bersama dari Perseroan (atau entitas asosiasi atau ventura bersama tersebut merupakan anggota suatu kelompok usaha di mana Perseroan adalah anggota dari kelompok usaha tersebut),
- (ii) entitas tersebut dan Perseroan adalah ventura Bersama dari pihak ketiga yang sama,
- (iii) satu entitas yang merupakan ventura bersama dari Perseroan dan entitas lain yang merupakan entitas asosiasi dari Perseroan,
- (iv) merupakan suatu program imbalan pascakerja untuk imbalan kerja dari Perseroan atau entitas yang terkait dengan Perseroan. Jika Perseroan adalah penyelenggara program tersebut, maka entitas sponsor juga berelasi dengan Perseroan,
- (v) entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam angka (i) di atas,
- (vi) orang yang diidentifikasi dalam angka (i) memiliki pengaruh signifikan terhadap entitas atau personil manajemen kunci dari entitas tersebut (atau entitas induk dari entitas).
- (vii) entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

(2) Meanwhile, an entity is said to have a relationship with the Company if it fulfills one of the following:

- (i) the entity and the Company are members of the same business group, are associates or joint ventures of the Company (or the associated entity or joint venture is a member of a business group in which the Company is a member of the business group),
- (ii) such entity and the Company are joint ventures of the same third party,
- (iii) an entity which is a joint venture of the Company and another entity which is an associate of the Company,
- (iv) an entity is a post-employment benefit plan for employee benefits from the Company or entities related to the Company. If the Company is the organizer of the program, then the sponsoring entity is also related to the Company,
- (v) an entity is controlled or jointly controlled by the person identified in (i) above,
- (vi) the person identified in (i) has significant influence over the entity or key management personnel of that entity (or of a parent of the entity).
- (vii) the entity, or a member of a group to which the entity is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

SIFAT HUBUNGAN PIHAK BERELASI

Sifat hubungan dengan pihak-pihak yang berelasi sebagai berikut:

- a. Pemerintahan Republik Indonesia diwakili oleh Menteri BUMN merupakan pemegang saham Perusahaan dan BUMN lain memiliki hubungan afiliasi melalui penyertaan modal Pemerintah Republik Indonesia.

NATURE OF RELATED PARTY RELATIONSHIPS

The nature of the relationship with related parties is as follows:

- a. The Government of the Republic of Indonesia is represented by the Minister of SOEs who are shareholders of the Company and other SOEs have affiliated relationships through the capital participation of the Government of the Republic of Indonesia.

- | | |
|--|--|
| <p>b. Perusahaan menempatkan dan meminjam dana pada bank-bank yang dimiliki Pemerintah dengan persyaratan dan tingkat bunga normal sebagaimana yang berlaku untuk nasabah pihak ketiga.</p> <p>c. Perusahaan yang mengadakan perjanjian dalam rangka usaha, dengan BUMN-BUMN lain merupakan entitas anak BUMN serta badan-badan lembaga-lembaga pemerintah yang berwenang.</p> <p>d. Mempunyai anggota pengurus yang sama dengan entitas anak, yaitu Direksi Perusahaan menjadi Komisaris pada entitas anak.</p> | <p>b. The Company places and borrows funds from Government-owned banks with normal terms and interest rates as applicable to third party customers.</p> <p>c. Companies that enter into business agreements with other SOEs are subsidiaries of SOEs as well as authorized government agencies.</p> <p>d. Have the same management members as the subsidiary, namely the Company's Board of Directors as a Commissioner of the subsidiary.</p> |
|--|--|

Rincian sifat transaksi dan hubungan dengan pihak-pihak yang berelasi yang dilakukan selama tahun 2021 adalah sebagai berikut:

The details of the nature of transactions and relationships with related parties carried out during 2021 are as follows:

Pihak Berelasi / Related Parties	Sifat Hubungan / Nature of Relationship	Sifat Transaksi / Nature of Transaction
PT Kereta Api Indonesia (Persero)	Pemegang Saham Perusahaan / Stockholders of the Company	Piutang usaha, Pendapatan PSO, Utang usaha, Jasa sewa / Account receivables, Account payables, Rent expense
PT Kereta Api Pariwisata	Entitas Sepengendali / Under Common Control Entity	Utang Usaha, Beban akomodasi hotel dan tiket perjalanan, <i>Outsourcing</i> / Account payables and Travel expense, outsourcing
PT Kereta Api Properti Manajemen	Entitas Sepengendali / Under Common Control Entity	Utang usaha dan Transaksi jasa konstruksi / Account payables and Construction services transaction
PT KA Logistik	Entitas Sepengendali / Under Common Control Entity	Biaya Pengangkutan / Freight charges
PT Railink	Entitas Sepengendali / Under Common Control Entity	Aset keuangan lancar lainnya, Biaya listrik aliran atas / Other current financial assets, Electricity expense
PT Reska Multi Usaha	Entitas Sepengendali / Under Common Control Entity	Utang Usaha, Biaya kebersihan, <i>Outsourcing</i> / Account payables, Cleaning service fee, Outsourcing
PT Bank Mandiri (Persero) Tbk	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Penempatan kas dan setara kas, Pemberian pinjaman jangka panjang, Pinjaman jangka pendek / Placement of cash and cash equivalents, Issuance of long-term loan, short term loan
PT Bank Rakyat Indonesia (Persero) Tbk	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Penempatan kas dan setara kas, Pemberian pinjaman jangka panjang, Dana dibatasi penggunaannya / Placement of cash and cash equivalents, Restricted cash, Issuance of long-term loan
PT Bank Negara Indonesia (Persero) Tbk	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Penempatan kas dan setara kas, Pemberian pinjaman jangka panjang, Dana dibatasi penggunaannya / Placement of cash and cash equivalents, Restricted cash, Issuance of long-term loan
PT Bank Tabungan Negara (Persero) Tbk	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Penempatan kas di bank / Placement of cash in bank

Pihak Berelasi / Related Parties	Sifat Hubungan / Nature of Relationship	Sifat Transaksi / Nature of Transaction
PT Telekomunikasi Indonesia (Persero) Tbk	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Perawatan perangkat E-ticketing, Perawatan perangkat C-Vim / E-Ticketing maintenance, Vending Machines maintenance
PT GMF Aero Asia	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Pekerjaan rewinding & Overhaul MG & MC commuterline / Rewinding & Overhaul MG & MC commuterline Job
PT Sygma Metrasys Solution	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	External IT support aplikasi SAP 2020 / External IT support for SAP 2020 applications
PT Perusahaan Listrik Negara (Persero)	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Transaksi pembelian tenaga listrik / Purchase of electricity
PT Asuransi Jiwasraya (Persero)	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Pengadaan asuransi program pesangon / Payment of contribution for defined benefit plan
PT Asuransi Jiwa Inhealth	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Pengadaan program asuransi kesehatan / Payment of health insurance program
PT Sigma Cipta Caraka	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Utang usaha, sewa data center / Account payables, rent data centre
PT Fintek Karya Nusantara	Penyertaan saham / Investment in shares	Piutang usaha, Pendapatan space iklan, sharing infrastruktur / Account receivables, Advertising space revenue, sharing infrastructure
PT Surveyor Indonesia	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Jasa atas survei / Survey service
PT Nutech Integrasi	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Jasa Perawatan Mesin Sortir Uang / Money Sorting Machine Maintenance Services
PT Len Rekaprima Semesta	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Jasa Perawatan Suku Cadang Simulator Kereta / Train Simulator Spare Parts Maintenance Services
Perum Percetakan Negara Republik Indonesia	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Jasa Percetakan / Printing Service
PT Telekomunikasi Selular	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Jasa Internet, Fleetsight, dan Kabin Masinis di commuterline / Internet Services, Fleetsight, and Machinist Cabins on commuterline
PT Indonesia Comnet Plus	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Jasa Sewa Metro-E, Pengadaan Video Analitik, Pengembangan Infrastruktur / Metro-E Rental Services, Video Analytics Procurement, Infrastructure Development
PT Inka Multi Solusi Service	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Jasa Perawatan Sarana Gerak KFW / KFW Mobile Facilities Maintenance Services
PT Asuransi BRI Life	Entitas Berelasi dengan Pemerintah / Related Entity with the Government	Pengadaan program asuransi kesehatan / Payment of health insurance program

SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN PIHAK BERELASI

Bank

(dalam jutaan Rupiah)

Pihak Berelasi / Related Parties	2021	2020
PT Bank Rakyat Indonesia (Persero) Tbk	501.521	39.279
PT Bank Mandiri (Persero) Tbk	253.463	404.930
PT Bank Negara Indonesia (Persero) Tbk	135.195	137.784
PT Bank Syariah Indonesia (Persero) Tbk	1.964	-
PT Bank Tabungan Negara (Persero) Tbk	157	0,817
Jumlah / Total	892.300	581.994

BALANCE AND SIGNIFICANT TRANSACTIONS WITH RELATED PARTIES

Bank

(in millions of Rupiah)

Dana Dibatasi Penggunaannya

(dalam jutaan Rupiah)

Pihak Berelasi / Related Parties	2021	2020
PT Bank Negara Indonesia (Persero) Tbk	133.480	120.538
PT Bank Rakyat Indonesia (Persero) Tbk	5.249	1.251
PT Bank Mandiri (Persero) Tbk	5.249	1.252
Jumlah / Total	143.978	123.041

Restricted Funds

(in millions of Rupiah)

Piutang Usaha

(dalam jutaan Rupiah)

Pihak Berelasi / Related Parties	2021	2020
PT Kereta Api Indonesia (Persero)	165.577	60.589
PT Fintek Karya Nusantara	4.425	-
PT Railink	3.652	5.003
PT Bank Mandiri (Persero) Tbk	273	-
PT Bank Rakyat Indonesia (Persero) Tbk	273	-
PT Bank Negara Indonesia (Persero) Tbk	273	-
PT Reska Multi Usaha	-	1.250
Jumlah / Total	174.473	66.842

Accounts Receivable

(in millions of Rupiah)

Aset Keuangan Lancar Lainnya

(dalam jutaan Rupiah)

Pihak Berelasi / Related Parties	2021	2020
PT Railink	711	750
Jumlah / Total	711	750

Other Current Financial Assets

(in millions of Rupiah)

Utang Usaha

(dalam jutaan Rupiah)

Pihak Berelasi / Related Parties	2021	2020
PT Indonesia Comnet Plus	38.661	-
PT Telekomunikasi Indonesia (Persero) Tbk	33.717	2.077
PT Reska Multi Usaha	7.148	2.140
PT Inka Multi Solusi Trading	3.416	-
PT Kereta Api Pariwisata	2.962	1.292
PT Kereta Api Properti Manajemen	1.945	1.037
PT Kereta Api Indonesia (Persero)	1.628	178
PT Telekomunikasi Selular (Persero) Tbk	785	94
PT Sigma Cipta Caraka	748	480
PT Len Rekaprima Semesta	528	-
PT Bank Rakyat Indonesia (Persero) Tbk	250	250
PT Sigma Metrasys Solution	192	248
PT Asuransi Jiwa Inhealth	190	238
PT Sucofindo (Persero)	42	-
PT Nutech Integrasi	-	729
Perum Percetakan Negara Republik Indonesia	-	139
Jumlah / Total	92.212	8.902

Accounts Payable

(in millions of Rupiah)

Utang Dividen

(dalam jutaan Rupiah)

Pihak Berelasi / Related Parties	2021	2020
PT Kereta Api Indonesia (Persero)	15.503	-
Jumlah / Total	15.503	-

Dividend Payable

(in millions of Rupiah)

Utang Bank Jangka Pendek

(dalam jutaan Rupiah)

Pihak Berelasi / Related Parties	2021	2020
PT Bank Mandiri (Persero) Tbk	-	100.000
Jumlah / Total	-	100.000

Short-Term Bank Loans

(in millions of Rupiah)

Pinjaman Jangka Panjang

(dalam jutaan Rupiah)

Long-Term Loans

(in millions of Rupiah)

Pihak Berelasi / Related Parties	2021	2020
PT Bank Negara Indonesia (Persero) Tbk	72.351	87.212
PT Bank Rakyat Indonesia (Persero) Tbk	72.351	87.212
PT Bank Mandiri (Persero) Tbk	72.351	87.212
Jumlah / Total	217.053	261.635

Beban Pokok Pendapatan

(dalam jutaan Rupiah)

Cost of Revenue

(in millions of Rupiah)

Pihak Berelasi / Related Parties	2021	2020
PT Perusahaan Listrik Negara (Persero)	201.294	184.083
PT Reska Multi Usaha	85.778	32.022
PT Telekomunikasi Indonesia (Persero) Tbk	66.316	53.746
PT Kereta Api Pariwisata	63.827	46.665
PT Kereta Api Properti Manajemen	11.872	4.783
PT Inka Multi Solusi Service	3.416	-
PT Len Rekaprima Semesta	3.098	-
PT Sigma Cipta Caraka	2.555	1.839
PT Indonesia Comnet Plus	1.351	-
PT Bank Negara Indonesia (Persero) Tbk	1.075	1.030
PT GMF Aero Asia	655	-
PT Nutech Integrasi	237	172
PT Telekomunikasi Selular	207	94
PT Sucofindo (Persero)	42	-
PT Kereta Api Indonesia (Persero)	-	785
PT Sigma Metrasys Solution	-	1.314
Perum Percetakan Republik Indonesia	-	139
Jumlah / Total	441.723	326.671

Beban Usaha

(dalam jutaan Rupiah)

Operating Expense

(in millions of Rupiah)

Pihak Berelasi / Related Parties	2021	2020
PT Kereta Api Pariwisata	53.699	48.351
PT Asuransi Jiwa Inhealth	25.032	22.091
PT Asuransi Jiwasraya (Persero)	17.047	7.088
PT Reska Multi Usaha	9.270	6.000
PT Perusahaan Listrik Negara (Persero)	1.430	1.379
PT Asuransi BRI Life	660	-

Pihak Berelasi / Related Parties	2021	2020
PT Kereta Api Indonesia (Persero)	498	-
PT Surveyor Indonesia	259	-
PT Bank Negara Indonesia (Persero) Tbk	178	-
Perum Percetakan Republik Indonesia	156	-
Jumlah / Total	108.230	84.909

Seluruh transaksi dengan Pihak Berelasi yang dilakukan pada tahun 2021 dan 2020 diperlukan untuk mendukung lancarnya kegiatan operasional Perusahaan yang pada akhirnya berkontribusi pada peningkatan kinerja di 2 tahun tersebut. Dewan Komisaris dan Komite Audit menjalankan mekanisme *review* atas transaksi dengan Pihak-pihak Berelasi melalui proses audit, khususnya audit yang telah dilakukan oleh akuntan publik dan dipublikasikan, dimana mekanisme ini tertuang dalam PSAK 7 (revisi 2014) tentang “Pengungkapan Pihak-pihak Berelasi”. Selama tahun 2021, tidak terdapat pelanggaran atas peraturan terkait dengan transaksi dengan pihak berelasi, serta tidak terdapat transaksi yang mengandung benturan kepentingan.

All transactions with Related Parties carried out in 2021 and 2020 were necessary to support the smooth operation of the Company's operations, which in turn will contribute to improved performance in those 2 years. The Board of Commissioners and the Audit Committee run a review mechanism on transactions with Related Parties through the audit process, especially audits that have been carried out by public accountants and published, where this mechanism is contained in PSAK 7 (revised 2014) on “Related Party Disclosures”. During 2021, there were no violations of regulations related to transactions with related parties, and there were no transactions containing conflicts of interest.

INFORMASI KEUANGAN YANG MENGANDUNG KEJADIAN YANG BERSIFAT LUAR BIASA DAN JARANG TERJADI

Sampai dengan 31 Desember 2021, Perseroan tidak memiliki informasi keuangan yang mengandung kejadian yang bersifat luar biasa dan jarang terjadi.

FINANCIAL INFORMATION CONTAINING EXTRAORDINARY AND RARE EVENTS

As of December 31, 2021, the Company was not in possession of any financial information containing extraordinary and rare events.

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH SIGNIFIKAN TERHADAP PERUSAHAAN

CHANGES IN LAWS AND REGULATIONS WITH SIGNIFICANT IMPACT ON THE COMPANY

Nama Peraturan / Regulation Title	Perihal / Concerning	Dampak Terhadap Perusahaan / Impact to the Company
Peraturan Pemerintah Nomor 33 Tahun 2021 / Government Regulation No. 33 of 2021	Penyelenggaraan Bidang Perkeretaapian / Implementation of Railway Transportation	Tidak Signifikan / Insignificant
Peraturan Pemerintah Nomor 34 Tahun 2021 / Government Regulation No. 34 of 2021	Penggunaan Tenaga Kerja Asing / Use of Foreign Labors	Tidak Signifikan / Insignificant
Peraturan Pemerintah Nomor 35 Tahun 2021 / Government Regulation No. 35 of 2021	Perjanjian Kerja Waktu Tertentu, Alih Daya, Waktu Kerja Dan Waktu Istirahat Serta Pemutusan Hubungan Kerja / Agreement on Temporary Employment, Outsourced Employment, Work Hours, Break Time, and Termination of Employment	Tidak Signifikan / Insignificant

Nama Peraturan / Regulation Title	Perihal / Concerning	Dampak Terhadap Perusahaan / Impact to the Company
Peraturan Pemerintah Nomor 36 Tahun 2021 / Government Regulation No. 36 of 2021	Pengupahan / Salary Payment	Tidak Signifikan / Insignificant
Peraturan Pemerintah Nomor 37 Tahun 2021 / Government Regulation No. 37 of 2021	Penyelenggaraan Program Jaminan Kehilangan Pekerjaan / Implementation of Job Termination Guarantee Program	Tidak Signifikan / Insignificant
Peraturan Menteri Keuangan Nomor 4/PMK.03/2021 Tahun 2021 / Regulation of the Ministry of Finance No. 4/PMK.03/2021 of 2021	Pembayaran Bea Meterai, Ciri Umum Dan Ciri Khusus Meterai Tempel, Meterai Dalam Bentuk Lain, Dan Penentuan Keabsahan Meterai, Serta Pemeteraian Kemudian / Payment of Stamp Duty, General Characteristics and Special Characteristics of Pasted Stamps, Stamps in Other Forms, and Determination of the Validity of Stamps, and Later Stamping	Tidak Signifikan / Insignificant
Peraturan Menteri Kesehatan Nomor 10 Tahun 2021 / Regulation of the Ministry of Health No. 10 of 2021	Pelaksanaan Vaksinasi Dalam Rangka Penanggulangan Pandemi <i>Corona Virus Disease 2019 (Covid-19)</i> / Implementation of Vaccination for Combating the Corona Virus Disease 2019 (Covid-19) Pandemic	Tidak Signifikan / Insignificant
Peraturan Menteri Kesehatan Nomor 7 Tahun 2021 / Regulation of the Ministry of Health No. 7 of 2021	Perubahan Keempat Atas Peraturan Menteri Kesehatan Nomor 71 Tahun 2013 Tentang Pelayanan Kesehatan Pada Jaminan Kesehatan Nasional / Fourth Amendment to the Regulation of the Minister of Health Number 71 of 2013 concerning Health Services in the National Health Insurance	Tidak Signifikan / Insignificant
Surat Edaran Menteri Perhubungan Nomor SE 20 Tahun 2021 / Circular Letter of the Ministry of Transportation No. SE 20 of 2021	Perpanjangan Pemberlakuan Petunjuk Pelaksanaan Perjalanan Orang dengan Transportasi Perkeretaapian Dalam Masa Pandemi <i>Corona Virus Disease (Covid-19)</i> / Extension of the Implementation of Guidelines for the Implementation of Railway Passengers during the Corona Virus Disease (Covid-19) Pandemic	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Surat Edaran Menteri Perhubungan Nomor SE 27 Tahun 2021 / Circular Letter of the Ministry of Transportation No. SE 27 of 2021	Petunjuk Pelaksanaan Perjalanan Orang dengan Transportasi Perkeretaapian Pada Masa Pandemi <i>Corona Virus Disease 2019 (Covid-19)</i> / Instructions for the Implementation of Rail Travel during the Corona Virus Disease (Covid-19) Pandemic	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Surat Edaran Menteri Perhubungan Nomor SE 54 Tahun 2021 / Circular Letter of the Ministry of Transportation No. SE 54 of 2021	Perubahan Kedua Atas Surat Edaran Menteri Perhubungan Nomor SE 42 Tahun 2021 Tentang Petunjuk Pelaksanaan Perjalanan Orang Dalam Negeri dengan Transportasi Perkeretaapian Pada Masa Pandemi <i>Corona Virus Disease 2019 (Covid-19)</i> / Second Amendment to the Circular Letter of the Minister of Transportation No. SE 42 of 2021 concerning Guidelines for the Implementation of Domestic Travel by Rail during the Corona Virus Disease 2019 (Covid-19) Pandemic	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Surat Edaran Menteri Perhubungan Nomor SE 92 Tahun 2021 / Circular Letter of the Ministry of Transportation No. SE 92 of 2021	Perubahan Atas Surat Edaran Menteri Perhubungan Nomor SE 89 Tahun 2021 Tentang Petunjuk Pelaksanaan Perjalanan Orang Dalam Negeri dengan Transportasi Perkeretaapian Pada Masa Pandemi <i>Corona Virus Disease 2019 (Covid-19)</i> / Amendment to the Circular Letter of the Minister of Transportation Number SE 89 of 2021 concerning Guidelines for the Implementation of Domestic Travel by Rail during the Corona Virus Disease 2019 (Covid-19) Pandemic	Signifikan (Pembatasan Jumlah Penumpang) / Significant (Restriction on Number of Customers)

Nama Peraturan / Regulation Title	Perihal / Concerning	Dampak Terhadap Perusahaan / Impact to the Company
Surat Edaran Menteri Perhubungan Nomor SE 97 Tahun 2021 / Circular Letter of the Ministry of Transportation No. SE 97 of 2021	Petunjuk Pelaksanaan Perjalanan Orang Dalam Negeri dengan Transportasi Perkeretaapian Pada Masa Pandemi <i>Corona Virus Disease 2019</i> (Covid-19) / Guidelines for the Implementation of Domestic Travel by Rail during the <i>Corona Virus Disease 2019</i> (Covid-19) Pandemic	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Significant (Restriction on Number of Customers)
Instruksi Menteri Dalam Negeri Nomor 02 Tahun 2021 / Instruction of the Minister of Home Affairs No. 02 of 2021	Perpanjangan Pemberlakuan Pembatasan Kegiatan Masyarakat untuk Pengendalian Penyebaran <i>Corona Virus Disease 2019</i> (Covid-19) / Extension of the Implementation of Public Activity Restriction to Control the Spread of <i>Corona Virus Disease 2019</i> (Covid-19) Pandemic	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Instruksi Menteri Dalam Negeri Nomor 4 Tahun 2021 / Instruction of the Minister of Home Affairs No. 4 of 2021	Perpanjangan Pemberlakuan Pembatasan Kegiatan Masyarakat Berbasis Mikro dan Mengoptimalkan Posko Penanganan <i>Corona Virus Disease 2019</i> di Tingkat Desa dan Kelurahan Untuk Pengendalian Penyebaran <i>Corona Virus Disease 2019</i> / Extension of the Implementation of Micro Public Activity Restriction and Optimization of <i>Corona Virus Disease 2019</i> Handling in Villages and Subdistricts to Control the Spread of <i>Corona Virus Disease 2019</i> (Covid-19) Pandemic	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Instruksi Menteri Dalam Negeri Nomor 7 Tahun 2021 / Instruction of the Minister of Home Affairs No. 7 of 2021	Perpanjangan Pemberlakuan Pembatasan Kegiatan Masyarakat Berbasis Mikro dan Mengoptimalkan Posko Penanganan <i>Corona Virus Disease 2019</i> di Tingkat Desa dan Kelurahan Untuk Pengendalian Penyebaran <i>Corona Virus Disease 2019</i> / Extension of the Implementation of Micro Public Activity Restriction and Optimization of <i>Corona Virus Disease 2019</i> Handling in Villages and Subdistricts to Control the Spread of <i>Corona Virus Disease 2019</i> (Covid-19) Pandemic	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Instruksi Menteri Dalam Negeri Nomor 18 Tahun 2021 / Instruction of the Minister of Home Affairs No. 18 of 2021	Perubahan Kedua Instruksi Menteri Dalam Negeri Nomor 15 Tahun 2021 Tentang Pemberlakuan Pembatasan Kegiatan Masyarakat Darurat <i>Corona Virus Disease 2019</i> di Wilayah Jawa dan Bali / Second Amendment to the Instruction of the Minister of Home Affairs No. 185 of 2021 concerning Implementation of Emergency Public Activity Restriction for <i>Corona Virus Disease 2019</i> in Java and Bali	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Instruksi Menteri Dalam Negeri Nomor 24 Tahun 2021 / Instruction of the Minister of Home Affairs No. 24 of 2021	Pemberlakuan Pembatasan Kegiatan Masyarakat Level 4 dan Level 3 <i>Corona Virus Disease 2019</i> di Wilayah Jawa dan Bali / Implementation of Public Activity Restriction Level 4 and Level 3 for <i>Corona Virus Disease 2019</i> in Java and Bali	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Instruksi Menteri Dalam Negeri Nomor 35 Tahun 2021 / Instruction of the Minister of Home Affairs No. 35 2021	Pemberlakuan Pembatasan Kegiatan Masyarakat Level 4, Level 3, dan Level 2 <i>Corona Virus Disease 2019</i> di Wilayah Jawa Dan Bali / Implementation of Public Activity Restriction Level 4, Level 3, and Level 2 <i>Corona Virus Disease 2019</i> in Java and Bali	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Instruksi Menteri Dalam Negeri Nomor 47 Tahun 2021 / Instruction of the Minister of Home Affairs No. 47 of 2021	Pemberlakuan Pembatasan Kegiatan Masyarakat Level 4, Level 3, Level 2, dan Level 1 <i>Corona Virus Disease 2019</i> di Wilayah Jawa dan Bali / Implementation of Public Activity Restriction Level 4, Level 3, Level 2, and Level 1 <i>Corona Virus Disease 2019</i> in the Java and Bali	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)

Nama Peraturan / Regulation Title	Perihal / Concerning	Dampak Terhadap Perusahaan / Impact to the Company
Instruksi Menteri Dalam Negeri Nomor 55 Tahun 2021 / Instruction of the Minister of Home Affairs No. 55 of 2021	Perubahan Instruksi Menteri Dalam Negeri Nomor 53 Tahun 2021 Tentang Pemberlakuan Pembatasan Kegiatan Masyarakat Level 3, Level 2, dan Level 1 <i>Corona Virus Disease</i> 2019 di Wilayah Jawa dan Bali / Amendment to the Instruction of the Minister of Home Affairs No. 53 of 2021 concerning the Implementation of Public Activity Restriction Level 3, Level 2, and Level 1 <i>Corona Virus Disease</i> 2019 in the Java and Bali Regions	Signifikan (Pembatasan Jumlah Penumpang) / Significant (Restriction on Number of Customers)
Instruksi Menteri Dalam Negeri Nomor 60 Tahun 2021 / Instruction of the Minister of Home Affairs No. 60 of 2021	Pemberlakuan Pembatasan Kegiatan Masyarakat Level 3, Level 2, dan Level 1 <i>Corona Virus Disease</i> 2019 di Wilayah Jawa dan Bali / Implementation of Public Activity Restriction Level 3, Level 2, and Level 1 <i>Corona Virus Disease</i> 2019 in Java and Bali Regions	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Keputusan Gubernur DKI Jakarta Nomor 172 Tahun 2021 / Decree of the Governor of DKI Jakarta No. 172 of 2021	Perpanjangan Pemberlakuan Pembatasan Kegiatan Masyarakat Berbasis Mikro / Extension of the Implementation of Micro Public Activity Restriction	Sangat Signifikan (Pembatasan Jumlah Penumpang) / (Very Significant (Restriction on Number of Customers)
Keputusan Gubernur DKI Jakarta Nomor 405 Tahun 2021 / Decree of the Governor of DKI Jakarta No. 405 of 2021	Perpanjangan Pemberlakuan Pembatasan Kegiatan Masyarakat Berbasis Mikro / Extension of the Implementation of Micro Public Activity Restriction	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Keputusan Gubernur DKI Jakarta Nomor 875 Tahun 2021 / Decree of the Governor of DKI Jakarta No. 875 of 2021	Pemberlakuan Pembatasan Kegiatan Masyarakat Darurat <i>Corona Virus Disease</i> 2019 / Implementation of Emergency Public Activity Restriction for <i>Corona Virus Disease</i> 2019	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Keputusan Gubernur DKI Jakarta Nomor 938 Tahun 2021 / Decree of the Governor of DKI Jakarta No. of 2021 / Decree of the Governor of DKI Jakarta No. 938 of 2021	Pemberlakuan Pembatasan Kegiatan Masyarakat Level 4 <i>Corona Virus Disease</i> 2019 / Implementation of Public Activity Restriction Level 4 for <i>Corona Virus Disease</i> 2019	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Keputusan Gubernur DKI Jakarta Nomor 987 Tahun 2021 / Decree of the Governor of DKI Jakarta No. 987 of 2021	Pemberlakuan Pembatasan Kegiatan Masyarakat Level 4 <i>Corona Virus Disease</i> / Implementation of Public Activity Restriction Level 4 for <i>Corona Virus Disease</i> 2019	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Keputusan Gubernur DKI Jakarta Nomor 1182 Tahun 2021 / Decree of the Governor of DKI Jakarta No.1182 of 2021	Pemberlakuan Pembatasan Kegiatan Masyarakat Level 3 <i>Corona Virus Disease</i> 2019 / Implementation of Public Activity Restriction Level 3 for <i>Corona Virus Disease</i> 2019	Signifikan (Pembatasan Jumlah Penumpang) / (Restriction on Number of Customers)
Keputusan Gubernur DKI Jakarta Nomor 1312 Tahun 2021 / Decree of the Governor of DKI Jakarta No. 1312 of 2021	Pemberlakuan Pembatasan Kegiatan Masyarakat Level 1 <i>Corona Virus Disease</i> 2019 / Implementation of Public Activity Restriction Level 1 for <i>Corona Virus Disease</i> 2019	Signifikan / Significant
Keputusan Gubernur DKI Jakarta Nomor 1245 Tahun 2021 / Decree of the Governor of DKI Jakarta No. 1245 of 2021	Pemberlakuan Pembatasan Kegiatan Masyarakat Level 2 <i>Corona Virus Disease</i> 2019 / Implementation of Public Activity Restriction Level 2 for <i>Corona Virus Disease</i> 2019	Signifikan (Pembatasan Jumlah Penumpang) / Significant (Restriction on Number of Customers)
Surat Edaran Satuan Tugas Penanganan COVID-19 Nomor 12 Tahun 2021 / Circular Letter of the COVID-19 Handling Task Force No. 12 of 2021	Ketentuan Perjalanan Orang Dalam Negeri Dalam Masa Pandemi <i>Corona Virus Disease</i> 2019 (Covid-19) / Provisions on Domestic Travels during the <i>Corona Virus Disease</i> 2019 (Covid-19) Pandemic	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)

Nama Peraturan / Regulation Title	Perihal / Concerning	Dampak Terhadap Perusahaan / Impact to the Company
Surat Edaran Satuan Tugas Penanganan COVID-19 Nomor 13 Tahun 2021 / Circular Letter of the COVID-19 Handling Task Force No. 13 of 2021	Peniadaan Mudik Hari Raya Idul Fitri Tahun 1442 Hijriah Dan Upaya Pengendalian Penyebaran <i>Corona Virus Disease 2019 (Covid-19)</i> Selama Bulan Suci Ramadhan 1442 Hijriah / Homecoming Travel for Eid Al-Fitr in 1442 Hijri and Efforts to Control the Spread of Corona Virus Disease 2019 (Covid-19) During the Holy Month of Ramadan 1442 Hijri	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Surat Edaran Satuan Tugas Penanganan COVID-19 Nomor 14 Tahun 2021 / Circular Letter of the COVID-19 Handling Task Force No. 14 of 2021	Ketentuan Perjalanan Orang Dalam Negeri Dalam Masa Pandemi <i>Corona Virus Disease 2019 (Covid-19)</i> / Provisions on Domestic Travels during the Corona Virus Disease 2019 (Covid-19) Pandemic	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Surat Edaran Satuan Tugas Penanganan COVID-19 Nomor 15 Tahun 2021 / Circular Letter of the COVID-19 Handling Task Force No. 21 of 2021	Pembatasan Aktivitas Masyarakat Selama Libur Hari Raya Idul Adha 1442 Hijriah Dalam Masa Pandemi <i>Corona Virus Disease 2019 (Covid-19)</i> / Public Activity Restriction during the Eid al-Adha 1442 Hijri Holiday during the Corona Virus Disease 2019 (Covid-19) Pandemic	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Surat Edaran Satuan Tugas Penanganan COVID-19 Nomor 21 Tahun 2021 / Circular Letter of the COVID-19 Handling Task Force No. 21 of 2021	Ketentuan Perjalanan Orang Dalam Negeri Pada Masa Pandemi <i>Corona Virus Disease 2019 (Covid-19)</i> / Provisions on Domestic Travels during the Corona Virus Disease 2019 (Covid-19) Pandemic	Signifikan (Pembatasan Jumlah Penumpang) / Significant (Restriction on Number of Customers)
Addendum Surat Edaran Satuan Tugas Penanganan Covid-19 Nomor 21 Tahun 2021 / Circular Letter of the COVID-19 Handling Task Force No. 21 of 2021	Ketentuan Perjalanan Orang Dalam Negeri Pada Masa Pandemi <i>Corona Virus Disease 2019 (Covid-19)</i> / Provisions on Domestic Travels during the Corona Virus Disease 2019 (Covid-19) Pandemic	Signifikan (Pembatasan Jumlah Penumpang) / Significant (Restriction on Number of Customers)
Addendum Kedua Surat Edaran Satuan Tugas Penanganan Covid-19 Nomor 21 Tahun 2021 / Circular Letter of the COVID-19 Handling Task Force No. 21 of 2021	Ketentuan Perjalanan Orang Dalam Negeri Pada Masa Pandemi <i>Corona Virus Disease 2019 (Covid-19)</i> / Provisions on Domestic Travels during the Corona Virus Disease 2019 (Covid-19) Pandemic	Signifikan / Significant (Pembatasan Jumlah Penumpang) / Significant (Restriction on Number of Customers)
Surat Edaran Satuan Tugas Penanganan COVID-19 Nomor 22 Tahun 2021 / Circular Letter of the COVID-19 Handling Task Force No. 22 of 2021	Ketentuan Perjalanan Orang Dalam Negeri Pada Masa Pandemi Corona Virus Disease 2019 (Covid-19) / Provisions on Domestic Travels during the Corona Virus Disease 2019 (Covid-19) Pandemic	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)
Keputusan Kepala Dinas Tenaga Kerja, Transmigrasi Dan Energi Provinsi DKI Jakarta Nomor 2232 Tahun 2021 / Decree of the Head of the Office of Manpower, Transmigration, and Energy of DKI Jakarta No. 2232 of 2021	Protokol Pencegahan Dan Pengendalian Covid-19 Di Perkantoran/Tempat Kerja Milik Swasta, Badan Usaha Milik Negara Atau Badan Usaha Milik Daerah Pada Pemberlakuan Pembatasan Kegiatan Masyarakat Level 4 Corona Virus Disease 2019 / Protocol for Covid-19 Prevention and Control in Private-Owned Offices/ Workplaces, State-Owned Enterprises or Regional-Owned Enterprises in the Implementation of Public Activity Restriction Level 4 of Corona Virus Disease 2019	Sangat Signifikan (Pembatasan Jumlah Penumpang) / Very Significant (Restriction on Number of Customers)

Nama Peraturan / Regulation Title	Perihal / Concerning	Dampak Terhadap Perusahaan / Impact to the Company
Keputusan Kepala Dinas Tenaga Kerja, Transmigrasi Dan Energi Provinsi DKI Jakarta Nomor 2681 Tahun 2021 / Decree of the Head of the Office of Manpower, Transmigration, and Energy of DKI Jakarta No. 2681 of 2021	Protokol Pencegahan Dan Pengendalian Covid-19 Di Perkantoran/Tempat Kerja Milik Swasta, Badan Usaha Milik Negara Atau Badan Usaha Milik Daerah Pada Pemberlakuan Pembatasan Kegiatan Masyarakat Level 2 <i>Corona Virus Disease</i> 2019 / Protocol for Covid-19 Prevention and Control in Private-Owned Offices/Workplaces, State-Owned Enterprises or Regional-Owned Enterprises in the Implementation of Public Activity Restriction Level 2 of Corona Virus Disease 2019	Signifikan / Significant
Keputusan Kepala Dinas Tenaga Kerja, Transmigrasi Dan Energi Provinsi DKI Jakarta Nomor 2777 Tahun 2021 / Decree of the Head of the Office of Manpower, Transmigration, and Energy of DKI Jakarta No. 2777 of 2021	Protokol Pencegahan Dan Pengendalian Covid-19 Di Perkantoran/Tempat Kerja Milik Swasta, Badan Usaha Milik Negara Atau Badan Usaha Milik Daerah Pada Pemberlakuan Pembatasan Kegiatan Masyarakat Level 3 <i>Corona Virus Disease</i> 2019 / Protocol for Covid-19 Prevention and Control in Private-Owned Offices/Workplaces, State-Owned Enterprises or Regional-Owned Enterprises in the Implementation of Public Activity Restriction Level 3 of Corona Virus Disease 2019	Signifikan / Significant
Keputusan Kepala Dinas Tenaga Kerja, Transmigrasi Dan Energi Provinsi DKI Jakarta Nomor 3040 Tahun 2021 / Decree of the Head of the Office of Manpower, Transmigration, and Energy of DKI Jakarta No. 3040 of 2021	Protokol Pencegahan dan Pengendalian Covid-19 Di Perkantoran/Tempat Kerja Milik Swasta, Badan Usaha Milik Negara atau Badan Usaha Milik Daerah Pada Pemberlakuan Pembatasan Kegiatan Masyarakat Level 1 <i>Corona Virus Disease</i> 2019 / Protocol for Covid-19 Prevention and Control in Private-Owned Offices/Workplaces, State-Owned Enterprises or Regional-Owned Enterprises in the Implementation of Public Activity Restriction Level 1 of Corona Virus Disease 2019	Tidak Signifikan / Insignificant

PERUBAHAN KEBIJAKAN AKUNTANSI PADA PERUSAHAAN

Standar Akuntansi dan Interpretasi Standar yang Telah Disahkan Namun Belum Berlaku Efektif

DSAK-IAI telah menerbitkan beberapa standar baru, amandemen dan penyesuaian atas standar, serta interpretasi atas standar namun belum berlaku efektif untuk periode yang dimulai pada 1 Januari 2021.

Amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2022, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 22: Kombinasi Bisnis tentang Referensi ke Kerangka Konseptual;
- Amendemen PSAK 57: Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi tentang Kontrak Merugi - Biaya Memenuhi Kontrak;

CHANGES IN ACCOUNTING POLICIES IN THE COMPANY

Accounting Standards and Interpretation of Standards Issued but Not Yet Effective

DSAK-IAI has issued several new standards, amendments and adjustments to standards, as well as interpretations of standards but not yet effective for periods starting on January 1, 2021.

Amendments to the standards that are effective for periods beginning on or after January 1, 2022, with early adoption are permitted, namely:

- Amendments to PSAK 22: Business Combinations concerning Reference to the Conceptual Framework;
- Amendments to PSAK 57: Provisions, Contingent Liabilities, and Contingent Assets on Loss-of-Loss Contracts - Cost of Fulfilling Contracts;

- Amendemen PSAK 16: Aset Tetap tentang Hasil Sebelum Penggunaan yang Diintensikan;
- PSAK 69 (Penyesuaian Tahunan 2020): Agrikultur;
- PSAK 71 (Penyesuaian Tahunan 2020): Instrumen Keuangan; dan
- PSAK 73 (Penyesuaian Tahunan 2020): Sewa.

Amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2023, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Pengungkapan Kebijakan Akuntansi;
- Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Klasifikasi Liabilitas sebagai Jangka Pendek atau Jangka Panjang;
- Amendemen PSAK 25: Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan tentang Definisi Estimasi Akuntansi; dan
- Amendemen PSAK 46: Pajak Penghasilan tentang Pajak Tangguhan terkait Aset dan Liabilitas yang timbul dari Transaksi Tunggal.

Standar baru dan amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan dini diperkenankan yaitu:

- PSAK 74: Kontrak Asuransi; dan
- Amendemen PSAK 74: Kontrak Asuransi tentang Penerapan Awal PSAK 74 dan PSAK 71 – Informasi Komparatif.

INFORMASI KELANGSUNGAN USAHA

Dalam upaya menjaga kelangsungan usaha Perseroan, KCI senantiasa mengikuti perkembangan serta aktivitas ekonomi maupun dinamika industri yang bertujuan untuk meraih peluang usaha, melakukan mitigasi risiko, dan mengembangkan kapabilitas jangka panjang. Melalui upaya tersebut, Perseroan diharapkan mampu mempertahankan kinerja keuangan yang positif.

- Amendments to PSAK 16: Property, Plant and Equipment concerning Proceeds Before Intended Use;
- PSAK 69 (2020 Annual Improvement): Agriculture;
- PSAK 71 (2020 Annual Improvement): Financial Instruments; and
- PSAK 73 (2020 Annual Improvement): Leases.

Amendments to standards that are effective for periods beginning on or after January 1, 2023, with early application are permitted, namely:

- Amendments to PSAK 1: Presentation of Financial Statements on Disclosure of Accounting Policies;
- Amendments to PSAK 1: Presentation of Financial Statements concerning Classification of Liabilities as Short-Term or Long-Term;
- Amendments to PSAK 25: Accounting Policies, Changes in Accounting Estimates, and Mistakes on Definitions of Accounting Estimates; and
- Amendment to PSAK 46: Income Tax on Deferred Tax on Assets and Liabilities arising from a Single Transaction.

New standards and amendments to standards that are effective for periods beginning on or after January 1, 2025, with early adoption are permitted, namely:

- PSAK 74: Insurance Contracts; and
- Amendments to PSAK 74: Insurance Contracts on Initial Application of PSAK 74 and PSAK 71 – Comparative Information.

INFORMATION ON BUSINESS CONTINUITY INFORMATION

In an effort to maintain the Company's business continuity, KCI always follows developments and economic activities as well as industrial dynamics with the aim of seizing business opportunities, mitigating risks, and developing long-term capabilities. Through these efforts, the Company is expected to be able to maintain a positive financial performance.

Hal-hal yang Berpotensi Berpengaruh Signifikan terhadap Kelangsungan Usaha

Perseroan tidak menghadapi hal-hal yang berpengaruh signifikan terhadap kelangsungan usaha sampai dengan tahun 2021. Pertumbuhan kinerja operasional dan keuangan Perseroan sebagaimana dimuat pada Laporan Tahunan ini mencerminkan kondisi Perseroan yang mampu mempertahankan kelangsungan usahanya.

Assessment Manajemen atas Hal-hal yang Berpengaruh Signifikan terhadap Kelangsungan Usaha

Manajemen telah melakukan penilaian atas kemampuan Perseroan untuk melanjutkan kelangsungan usahanya. Sumber daya yang dimiliki Perseroan untuk melanjutkan usaha di masa mendatang memadai. Perseroan telah menerapkan manajemen risiko dengan menggunakan prinsip kehati-hatian dalam mengambil keputusan dan secara rutin melakukan *assessment* terkait hal-hal yang berpengaruh signifikan terhadap kelangsungan usahanya.

Manajemen menilai bahwa kebijakan-kebijakan strategis yang telah diterapkan pada tahun 2021 telah berhasil meminimalisir dampak dari risiko-risiko yang ada, sehingga Perseroan mampu menjaga kelangsungan usahanya dengan baik. Manajemen Perseroan secara aktif memantau situasi di atas dan mengeksplorasi dan menjalankan opsi strategi sebagai upaya dalam mengatasi potensi dampak buruk pada kinerja keuangan dan keberlangsungan usaha Perseroan.

Matters with Potential Significant Influence on Business Continuity

The Company does not face matters that have a significant effect on business continuity until 2021. The growth of the Company's operational and financial performance as contained in this Annual Report reflects the condition of the Company which is able to maintain its business continuity.

Assessment on Matters that with Significant Influence on Business Continuity

The management has assessed the Company's ability to maintain its business continuity. The Company's resources are sufficient and adequate for conducting business in the coming years. The Company has implemented risk management using the principle of prudence in making decisions and regularly conducts assessments related to matters that have a significant impact on its business continuity.

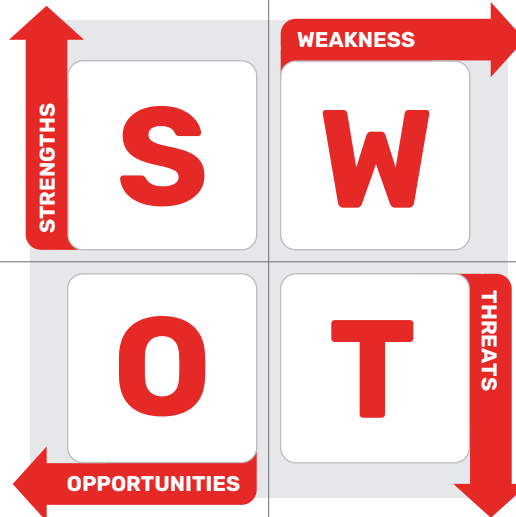
The management considers that the strategic policies that have been implemented in 2021 have succeeded in minimizing the impact of existing risks, so that the Company is able to maintain its business continuity properly. The Company's management is actively monitoring the above situation and exploring and implementing strategic options as an effort to overcome the potential adverse impact on the Company's financial performance and business continuity.

ASUMSI YANG DIGUNAKAN MANAJEMEN DALAM MELAKUKAN ASSESSMENT

ANALISIS SWOT PERUSAHAAN

Analisis SWOT Core Business Perusahaan

- KAI Commuter adalah operator kereta komuter yang paling berpengalaman di Indonesia; / KAI Commuter is the most experienced commuter train operator in Indonesia;
- Dukungan pemangku kepentingan (*stakeholder*) yang terus meningkat; / Continuously increasing stakeholder support;
- KAI Commuter cukup kompetitif dalam hal tarif dan waktu perjalanan dibandingkan dengan moda transportasi umum lainnya; / KAI Commuter is quite competitive in terms of fares and travel times compared to other modes of public transportation;
- KAI Commuter memiliki tenaga kerja yang kompeten dan berpengalaman dalam pengoperasian layanan kereta komuter dan perawatan sarana; / KAI Commuter has a competent and experienced workforce in the operation of commuter train services and facility maintenance;
- Lokasi stasiun KAI Commuter cukup tersebar baik di dekat area perumahan dan area perkantoran./ Most KAI Commuter stations are located near residential areas and office areas.



- Pertumbuhan ekonomi dan populasi yang terus tumbuh seiring dengan sehingga kebutuhan akan transportasi publik meningkat; / Continuously growing population and economy resulting in the increasing needs of transportation;
- Tingkat kemacetan jalan raya yang terus meningkat dan adanya rencana implementasi ERP di Jakarta dan sekitarnya; / Increasingly congested roads and implementation of ERP in Jakarta and its surrounding;
- Adanya kebijakan ganjil - genap; / Implementation of odd-even road policy;
- Integrasi antarmoda di beberapa stasiun; / Intermodal integration at several stations;
- Modernisasi dan pembukaan stasiun layanan baru; / Modernization and opening of new service stations;
- Perluasan layanan kereta urban transport di kota - kota lain; / Expansion of urban transport train services in other cities;
- Pembangunan properti di area wilayah operasi KA yang dikelola KAI Commuter./ Property development in the KAI Commuter railway operational area.

ASSUMPTIONS USED BY MANAGEMENT IN CONDUCTING THE ASSESSMENT

SWOT ANALYSIS OF THE COMPANY

SWOT Analysis of the Company's Core Business

- Mayoritas armada yang sudah berusia di atas 30 tahun; / Majority of trains have been operating for more than 30 years;
- Terbatasnya lokasi *stabling* kereta; / Limited train stabling locations;
- Keterbatasan kapasitas *overhaul* sehingga terjadi *backlog* perawatan; / Limited overhaul capacity resulting in a maintenance backlog;
- Masih terdapat sistem pensinyalan blok tertutup di segmen Tanah Abang-Rangkas Bitung; / Closed block signaling system in the Tanah Abang-Rangkas Bitung segment;
 - Resiko keterlambatan KA masih cukup tinggi sehubungan di lintas Bekasi - Manggarai DDT (*Double - Double Track*) belum beroperasi. / High risks of train delays due to the Bekasi - Manggarai DDT (*Double - Double Track*) route that is not yet in operation.

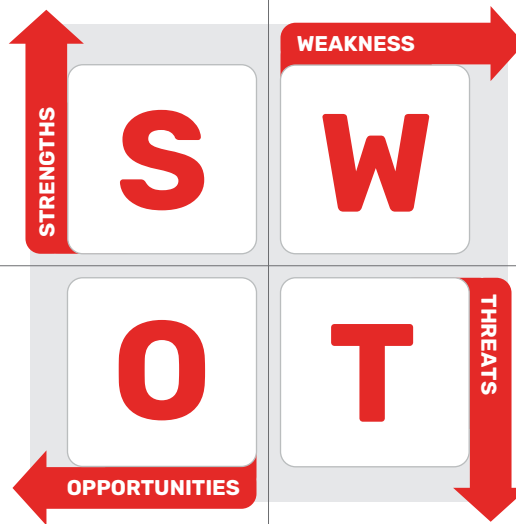
- Potensi keterlambatan pembayaran PSO; / Potential delays in PSO payments;
- Potensi keterlambatan dalam beberapa proyek; Kemenhub terkait dengan layanan KAI Commuter seperti konstruksi DDT dan pengembangan infrastruktur perkeretaapian lainnya; / Potential delays in some projects; the Ministry of Transportation is related to KAI Commuter services such as DDT construction and other railway infrastructure development;
- Belum dapat diprediksi periode akhir pandemic Covid -19; / Uncertainties of the end of the Covid-19 pandemic;
- Kebijakan pembatasan kapasitas angkut selama masa pandemic. / Policy on passenger capacity restriction during the pandemic.

Analisis SWOT Non-Core Business Perusahaan

SWOT Analysis of the Company's Non-Core Business

- Memiliki ijin BI atas uang elektronik; / Possession of BI license for electronic money;
- Pengguna dan jumlah transaksi KMT yang tinggi; / High number of KMT users and transactions
- Sistem E-Ticketing KAI Commuter yang memiliki *maturity level business process* dan *reliability* lebih baik dibandingkan sistem E-Ticketing yang dimiliki oleh operator transportasi lainnya; / KAI Commuter E-ticketing system with better maturity level business process and reliability compared to other transportation operators;
- KAI Commuter memiliki aplikasi layanan pada seluruh *platform* komunikasi yang dapat dikembangkan sebagai sumber pendapatan baru non angkutan. / KAI Commuter has developed application on all communication platforms that can be developed as a new source of non-transportation income.

- Akseptansi KMT yang masih terbatas di sektor merchant transportasi; / Limited KMT acceptance in the transportation merchant sector;
- Masih terbatasnya kanal top-up saldo KMT; / Limited channels for KMT balance channel top-up
- Media Iklan yang dikelola oleh KAI Commuter terbatas pada media iklan statis./ Limited advertising media of KAI Commuter of only static media.



- Kebijakan pemerintah untuk memperluas transaksi non tunai; / Government policy to expand non-cash transactions;
- Ekosistem KAI Commuter sebagai Urban Transport terbesar di wilayah Jabodetabek berpotensi untuk memperluas kolaborasi dengan instrumen pembayaran lainnya; / Potential of the KAI Commuter ecosystem as the largest Urban Transport in the Jabodetabek area to expand collaboration with other payment instruments;
- Program integrasi sistem pembayaran antar moda yang menetapkan KMT sebagai Kartu Transportasi sehingga dapat meningkatkan jumlah penjualan dan transaksi KMT / Integrated intermodal payment system with KMT as Transportation Card to increase the sales and transactions of EMT.

- Ekspansi ekosistem Instrumen Pembayaran lainnya yang merupakan kompetitor layanan Uang Elektronik KMT; / Expansion of other Payment Instrument ecosystems that are competitors for KMT Electronic Money services;
- Potensi tertundanya kemitraan untuk perluasan kerjasama non angkutan dengan industri yang masih terdampak pandemi Covid-19; / Certain potentials for partnerships to expand non-transportation cooperation with industries that are still affected by the Covid-19 pandemic;
- *Shifting advertising budget* industri dari layanan iklan statis menuju iklan digital. / Shifting of industry advertising budget from static advertising services to digital advertising.

TINGKAT KESEHATAN PERUSAHAAN

Hasil perhitungan Tingkat Kesehatan Perusahaan tahun 2021 berdasarkan keputusan Menteri Badan Usaha Milik Negara yang dinyatakan dalam Surat Keputusan No. KEP-100/MBU/2002 tanggal 4 Juni 2002, Perseroan memiliki realisasi skor sebesar 96,50 dengan predikat Sehat "AAA", meningkat 9,04% dari tahun 2020 sebesar 88,50.

Pencapaian tingkat kesehatan Perusahaan pada tahun 2021 dapat dilihat pada rincian berikut.

CORPORATE SOUNDNESS LEVEL

The results of the measurement of the Company's Soundness Level in 2021 based on the decision of the Minister of State-Owned Enterprises stated in the Decree No. KEP-100/MBU/2002 dated June 4, 2002, the Company has a realized score of 96.50 with a Sound "AAA" predicate, an increase of 9.04% from 2020 of 88.50.

The achievement of the Company's health level in 2021 can be seen in the following details.

Aspek Keuangan

Financial Aspect

Indikator / Indicator	Bobot / Weight	Tahun 2020 / In 2020	Program RKAP Tahun 2021 / 2021 RKAP Program	Realisasi Tahun 2021 / 2021 Realization
Return on Equity (ROE)	15	9,00	15,00	15,00
Return on Investment (ROI)	10	8,00	10,00	10,00
Cash Ratio	3	3,00	3,00	3,00
Current Ratio	4	4,00	4,00	4,00
Collection Period	4	4,00	4,00	4,00
Inventory Turn Over	4	4,00	4,00	4,00
Total Asset Turn Over	4	3,50	4,00	3,50
Rasio Ekuitas terhadap Aset / Equity to Asset Ratio	6	5,00	5,50	5,00
Nilai Aspek Keuangan / Financial Aspect Score	50	40,50	49,50	48,50

Aspek Operasional

Operational Aspect

Indikator / Indicator	Bobot / Weight	Tahun 2020 / In 2020	Program RKAP Tahun 2021 / 2021 RKAP Program	Realisasi Tahun 2021 / 2021 Realization
Pelayanan Kepada Pelanggan / Masyarakat / Customer/Community Service	15	15,00	15,00	15,00
Peningkatan Kualitas SDM / HC Quality Improvement	10	10,00	10,00	10,00
Efisiensi Produksi dan Produktivitas / Efficiency on Production and Productivity	10	8,00	8,00	8,00
Nilai Aspek Operasional / Operational Aspect Score	35	33,00	33,00	33,00

Aspek Administrasi

Administrative Aspect

Indikator / Indicator	Bobot / Weight	Tahun 2020 / In 2020	Program RKAP Tahun 2021 / 2021 RKAP Program	Realisasi Tahun 2021 / 2021 Realization
Laporan Perhitungan Tahunan / Annual Calculation Report	5	5,00	5,00	5,00
Rancangan RKAP / RKAP Draft	5	5,00	5,00	5,00
Laporan Periodik / Periodic Report	5	5,00	5,00	5,00
Nilai Aspek Administrasi / Administrative Aspect Score	15	15,00	15,00	15,00

Total Nilai Tingkat Kesehatan Perusahaan

Total Score of Corporate Soundness Level

No	Aspek / Aspect	Skor / Score	
		Program RKAP Tahun 2021 / 2021 RKAP Program	Realisasi Tahun 2021 / 2021 Realization
1	Aspek Keuangan / Financial Aspect	49,50	48,50
2	Aspek Operasional / Operational Aspect	33,00	33,00
3	Aspek Administrasi / Administrative Aspect	15,00	15,00
Total Skor / Total Score		97,50	96,50
Tingkat Kesehatan / Soundness Level		Sehat "AAA" / Sound "AAA"	Sehat "AAA" / Sound "AAA"





Tata Kelola Perusahaan Good Corporate Governance

06

Komitmen Perseroan terhadap pelaksanaan praktik Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) atau GCG bukan hanya sekadar kewajiban melainkan telah menjadi bagian dari setiap inisiatif dalam program kerja serta pelayanan yang diberikan kepada seluruh elemen di Perseroan

The Company's commitment to the implementation of Good Corporate Governance or GCG is not only an obligation but has become part of every initiative in the work program and services provided to all elements in the Company.



TATA KELOLA PERUSAHAAN

Good Corporate Governance

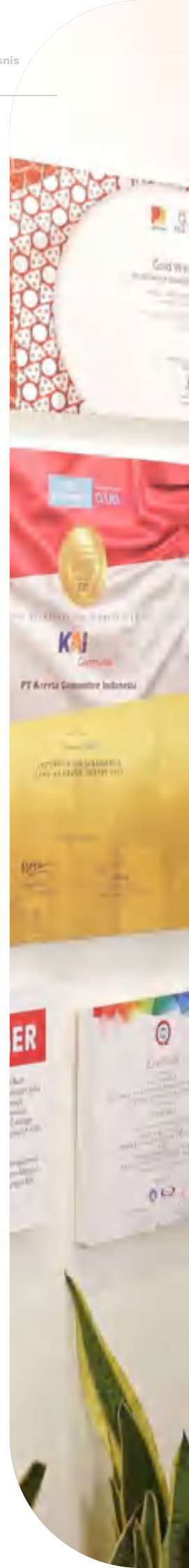
TUJUAN PENERAPAN TATA KELOLA PERUSAHAAN

Tujuan diterapkannya GCG dalam Perseroan yakni agar Perseroan memiliki prinsip-prinsip yang mendasari proses dan mekanisme pengelolaan Perseroan yang berdasar pada Peraturan Perundang-undangan dan etika berusaha, di mana di dalamnya memuat beberapa aspek seperti GCG, *Board Manual*, Sistem Pengendalian Internal, *Whistleblowing System*, Kode Etik, LHKPN dan Gratifikasi. Adanya hal-hal tersebut di atas menyatakan komitmen Perseroan dalam menerapkan GCG dalam setiap bisnis usahanya. Adapun tujuan dalam penerapan GCG di PT. Kereta Commuter Indonesia, sebagai berikut:

GOOD CORPORATE GOVERNANCE IMPLEMENTATION OBJECTIVE

The purpose of GCG implementation within the Company is requiring the principles underlying the process and mechanism of the Company management based on the rules and policy and code of conduct, in which it contains several aspects such as GCG, Board Manual, Internal Control System, Whistleblowing System, Code of Conduct, LHKPN and gratification. Stated are to declare the Company's commitment to implement GCG in every business. The objectives in implementing GCG at PT. Kereta Commuter Indonesia are as follows:

- 1 **Menciptakan lingkungan kerja, lingkungan investasi yang aman dan kondusif; /** Create safe and conducive work and investment environment;
- 2 **Mencapai pertumbuhan yang maksimal bagi seluruh stakeholder Perseroan; /** Achieve maximum growth for all of the Company's stakeholders;
- 3 **Meminimalisir risiko adanya penyalahgunaan wewenang yang dapat mengakibatkan hancurnya reputasi Perseroan; /** Minimize the risk of abuse of power which can result in damage to the Company's reputation;
- 4 **Mendukung kegiatan *monitoring* dan pengendalian serta pengembangan kebijakan & penerapannya di Perseroan; /** Support monitoring & control activities as well as policy development and implementation in the Company;
- 5 **Mengelola Sumber Daya yang lebih kompeten sesuai tugas dan fungsinya serta Amanah; /** Manage Resources more competently according to their duties and functions as well as mandates;
- 6 **Menciptakan budaya Perusahaan yang mempunyai sikap Etika, Integritas, dan Profesional; dan /** Create a corporate culture that has Ethical, Integrity, and Professional attitudes; and
- 7 **Mengendalikan dan mengarahkan serta menjaga kepentingan hubungan yang baik antara Manajemen, Pemegang Saham serta Stakeholder. /** Control and direct as well as maintain the interests of a good relationship between Management, Shareholders and Stakeholders.





KOMITMEN PENERAPAN TATA KELOLA PERUSAHAAN

Komitmen Perseroan terhadap pelaksanaan praktik Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) atau GCG bukan hanya sekadar kewajiban melainkan telah menjadi bagian dari setiap inisiatif dalam program kerja serta pelayanan yang diberikan kepada seluruh elemen di Perseroan. Setiap tahunnya, komitmen tersebut diwujudkan melalui penerapan dan tingkat kepatuhan GCG yang semakin baik sesuai dengan landasan peraturan perundang-undangan dan *best practice* yang berlaku di Indonesia. Sesuai dengan status Perseroan sebagai anak Perusahaan Badan Usaha Milik Negara (BUMN), maka landasan untuk melaksanakan praktik GCG mengacu pada ketentuan GCG yang berlaku di BUMN. Acuan tersebut terdapat dalam Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011 tanggal 1 Agustus 2011. Kemudian dalam melakukan evaluasi atau asesmen GCG secara berkala menggunakan indikator yang diatur dalam Keputusan Sekretaris Kementerian BUMN Nomor SK-16/S.MBU/2012 Tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara. Praktik GCG di Perseroan juga telah diatur dalam Peraturan Direksi PT Kereta Commuter Indonesia Nomor 044/PERDIR/AS.107/XI/KCI/2021 tentang Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).

PRINSIP-PRINSIP TATA KELOLA PERUSAHAAN

Perseroan menyadari bahwa dalam setiap kegiatan Perseroan perlu menjunjung tinggi etika dan sikap-sikap yang mengamalkan prinsip-prinsip GCG. Prinsip-prinsip tersebut diantaranya adalah Keterbukaan, Akuntabilitas, Tanggung Jawab, Kemandirian, dan Kewajaran. Kelima hal tersebut juga harus ditambah harmoni sehingga adanya keseimbangan dalam penerapan GCG di Perseroan. Berikut adalah penerapan prinsip-prinsip tata kelola perusahaan di Perseroan:

GOOD CORPORATE GOVERNANCE IMPLEMENTATION COMMITMENT

The Company's commitment to the implementation of Good Corporate Governance or GCG is not only an obligation but has become part of every initiative in the work program and services provided to all elements in the Company. Every year, this commitment is realized through the implementation and level of GCG compliance that is getting better in accordance with the basis of laws and best practices in force in Indonesia. In accordance with the Company's status as a subsidiary of a State-Owned Enterprise (SOE), the basis for implementing GCG practices refers to the GCG provisions applicable in SOEs. The reference is contained in the Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 dated August 1, 2011. Then in conducting periodic evaluations or assessments of GCG using the indicators regulated in the Decree of the Secretary of the Ministry of SOE Number SK-16/S.MBU/2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Governance Good Corporate Governance in State-Owned Enterprises. GCG practices in the Company have also been regulated in the Board of Directors Regulation of PT Kereta Commuter Indonesia Number 044/PERDIR/AS.107/XI/KCI/2021 concerning Good Corporate Governance Guidelines.

CORPORATE GOVERNANCE PRINCIPLES

The Company realizes that in every activity the Company needs to uphold ethics and attitudes that apply the principles of GCG. These principles include Transparency, Accountability, Responsibility, Independence, and Fairness. These five things must also be added to harmony so that there is a balance in the implementation of GCG in the Company. The following is the application of the principles of corporate governance in the Company:

Prinsip / Principle	Uraian Penerapan Prinsip GCG / GCG Principle Implementation Description
<p>Transparansi / Transparency</p>	<p>Keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai Perseroan, diantaranya / Openness in carrying out the decision-making process and openness in disclosing material and relevant information about the Company, including:</p> <ol style="list-style-type: none"> a. Perseroan harus menyediakan informasi secara tepat waktu, memadai, jelas, akurat, dan dapat diperbandingkan serta mudah diakses oleh Pemangku Kepentingan sesuai dengan haknya; / The Company must provide information in a timely, adequate, clear, accurate, and comparable manner and is easily accessible to the Stakeholders in accordance with their rights; b. Informasi yang harus diungkapkan meliputi, tetapi tidak terbatas pada, visi, misi, sasaran usaha dan strategi Perseroan, kondisi keuangan, susunan dan komposisi pengurus, Pemegang Saham Pengendali, kepemilikan saham oleh anggota Direksi dan Anggota Dewan Komisaris beserta anggota keluarga dalam Perseroan dan Perusahaan lainnya, sistem manajemen risiko, sistem pengendalian internal, sistem pengawasan internal, sistem pelaksanaan GCG serta tingkat kepatuhannya, dan kejadian penting yang dapat memengaruhi kondisi Perseroan; / Information that must be disclosed includes, but is not limited to, the vision, mission, business objectives and strategies of the Company, financial condition, composition and composition of the management, Controlling Shareholders, share ownership by members of the Board of Directors and Members of the Board of Commissioners and their family members in the Company and the Company. others, risk management system, internal control system, internal control system, GCG implementation system and compliance level, and important events that may affect the condition of the Company; c. Prinsip keterbukaan yang dianut oleh Perseroan tidak mengurangi kewajiban untuk memenuhi ketentuan kerahasiaan Perusahaan sesuai dengan Peraturan Perundang-undangan, rahasia jabatan, dan hak-hak pribadi; / The principle of openness adopted by the Company does not reduce the obligation to comply with the provisions of Company confidentiality in accordance with the laws and regulations, job secrecy, and personal rights; d. Kebijakan Perseroan harus tertulis dan secara proporsional dikomunikasikan kepada Pemangku Kepentingan; dan / Company Policy must be written and communicated appropriately to the Stakeholders; and e. Insan KAI Commuter harus memberikan informasi yang benar dan akurat sesuai bidang tugasnya kepada pihak yang berkepentingan sesuai hak dan ketentuan. / KAI Commuter personnel must provide true and accurate information according to their field of work to interested parties in accordance with the rights and provisions

Prinsip / Principle	Uraian Penerapan Prinsip GCG / GCG Principle Implementation Description
Akuntabilitas / Accountability	<p>Kejelasan fungsi, pelaksanaan, dan pertanggungjawaban Organ Perseroan sehingga pengelolaan Perseroan terlaksana secara efektif, Perseroan harus dapat mempertanggungjawabkan kinerjanya secara transparan dan wajar dengan penerapan diantaranya: / Clarity of functions, implementation, and responsibilities of the Company's Organs so that the management of the Company is carried out effectively, the Company must be able to account for its performance in a transparent and fair manner by implementing the following:</p> <ol style="list-style-type: none"> Perusahaan harus menetapkan rincian tugas dan tanggung jawab masing-masing organ secara jelas dan selaras dengan visi, misi, nilai-nilai Perusahaan, dan strategi Perseroan; / The company must define the details of the duties and responsibilities of each organ clearly and in line with the vision, mission, values of the company, and strategy of the company; Perseroan harus meyakini bahwa Insan KCI mempunyai kemampuan sesuai dengan tugas, tanggung jawab, dan perannya dalam pelaksanaan GCG; / The company must believe that KCI personnel have the ability in accordance with their duties, responsibilities and roles in implementing GCG; Perseroan harus memastikan adanya sistem pengendalian internal yang efektif dalam pengelolaan Perseroan; / The Company must ensure that there is an effective internal control system in the management of the Company; Perseroan harus memiliki ukuran kinerja untuk semua jajaran Perseroan yang konsisten dengan sasaran usaha Perseroan, serta memiliki sistem penghargaan dan sanksi (<i>reward and punishment system</i>); / The company must have performance measures for all levels of the company that are consistent with the company's business goals, and have a reward and punishment system; Insan KAI Commuter harus menjalankan pekerjaan sesuai tugas dan fungsinya yang ditetapkan Perseroan; dan / KAI Commuter personnel must work according to their duties and functions as determined by the Company; and Dalam melaksanakan tugas dan tanggung jawabnya, Insan KAI Commuter harus berpegang pada etika bisnis dan pedoman perilaku (<i>Code of Conduct</i>) yang telah disepakati. / In carrying out their duties and responsibilities, KAI Commuter personnel must adhere to the agreed business ethics and code of conduct.
Tanggung Jawab / Responsibility	<p>Kesesuaian di dalam pengelolaan Perseroan terhadap Peraturan Perundang-undangan dan prinsip-prinsip korporasi yang sehat, diantaranya: / Conformity in the management of the Company to the laws and regulations and sound corporate principles, including:</p> <ol style="list-style-type: none"> Organ Perseroan harus berpegang pada prinsip kehati-hatian dan memastikan kepatuhan terhadap peraturan perundang-undangan, Anggaran Dasar Perseroan, dan Peraturan Perusahaan (<i>by laws</i>); / Company organs must adhere to the precautionary principle and ensure compliance with laws and regulations, Articles of Association, and company regulations (by laws); Perseroan harus melaksanakan tanggung jawab sosial dengan antara lain peduli terhadap masyarakat dan kelestarian lingkungan terutama di sekitar Perseroan dengan membuat perencanaan dan pelaksanaan yang memadai; dan / The Company must carry out social responsibility by, among other things, caring for the community and environmental sustainability, especially around the company by making adequate planning and implementation; and Insan KAI Commuter harus melaksanakan tugas dan fungsinya sesuai prosedur yang ditetapkan Perseroan dan ketentuan Peraturan Perundang-undangan. / KAI Commuter personnel must carry out their duties and functions according to the procedures established by the Company and the provisions of the laws and regulations.

Prinsip / Principle	Uraian Penerapan Prinsip GCG / GCG Principle Implementation Description
<p>Kemandirian / Independence</p>	<p>Keadaan di mana Perseroan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat, diantaranya: / Circumstances in which the Company is managed professionally without conflict of interest and influence/pressure from any party that is not in accordance with the laws and regulations and sound corporate principles, including:</p> <ol style="list-style-type: none"> a. Masing-masing Organ Perseroan harus menghindari terjadinya dominasi oleh pihak manapun, tidak terpengaruh oleh kepentingan tertentu, bebas dari benturan kepentingan (<i>conflict of interest</i>) dan dari segala pengaruh atau tekanan, sehingga pengambilan keputusan dapat dilakukan secara objektif; / Each organ of the Company must avoid domination by any party, not be influenced by certain interests, free from conflicts of interest and from any influence or pressure, so that decision making can be carried out objectively; b. Masing-masing Organ Perseroan harus melaksanakan fungsi dan tugasnya sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perseroan, tidak saling mendominasi dan/atau melempar tanggung jawab antara satu dengan yang lain; dan / Each organ of the Company must carry out its functions and duties in accordance with the laws and regulations and the Articles of Association of the company, not dominating each other and/or shifting responsibilities to one another; and c. Insan KAI Commuter harus memastikan tidak adanya benturan kepentingan dalam menjalankan tugas dan kewajibannya. / KAI Commuter personnel must ensure that there is no conflict of interest in carrying out their duties and obligations.
<p>Kewajaran / Fairness</p>	<p>Keadilan dan kesetaraan di dalam memenuhi hak-hak Pemangku Kepentingan (<i>Stakeholders</i>) yang timbul berdasarkan perjanjian dan peraturan perundang-undangan, diantaranya: / Justice and equity in fulfilling the rights of Stakeholders that arise based on agreements and laws and regulations, including: /</p> <ol style="list-style-type: none"> a. Perseroan harus memberikan kesempatan pada Pemangku Kepentingan untuk memberikan masukan dan menyampaikan pendapat bagi kepentingan Perseroan serta membuka akses terhadap informasi sesuai dengan prinsip transparansi dalam lingkup kedudukan masing-masing; / The Company must provide opportunities for Stakeholders to provide input and express opinions for the interests of the Company as well as open access to information in accordance with the principle of transparency within the scope of their respective positions; b. Perseroan harus memberikan perlakuan yang setara dan wajar kepada Pemangku Kepentingan sesuai dengan manfaat dan kontribusi yang diberikan kepada Perseroan; / The Company must provide equal and fair treatment to the Stakeholders in accordance with the benefits and contributions given to the Company; c. Perseroan harus memberikan kesempatan yang sama dalam penerimaan pekerja, berkarir, dan melaksanakan tugasnya secara profesional tanpa membedakan suku, agama, ras, golongan, <i>gender</i>, dan kondisi fisik; dan / The company must provide equal opportunities in recruiting workers, having a career, and carrying out their duties professionally regardless of ethnicity, religion, race, class, gender, and physical condition; and d. Insan KAI Commuter dalam melaksanakan tugas dan kewajibannya harus bertindak adil dan setara terhadap pelanggan dan <i>stakeholders</i> lainnya sesuai ketentuan yang berlaku. / KAI Commuter personnel in carrying out their duties and obligations must act fairly and equally towards customers and other stakeholders in accordance with applicable regulations.

TAHAPAN IMPLEMENTASI GCG DI PERUSAHAAN

STAGES OF GCG IMPLEMENTATION IN THE COMPANY



JEJAK LANGKAH UNIT GCG

GCG UNIT MILESTONES

Tahun / Year	Milestone
2017	<ul style="list-style-type: none"> Pembentukan <i>Unit Policy</i> GCG. / GCG Policy Unit establishment Membuat kebijakan-kebijakan tentang GCG di antaranya (Pedoman GCG, Pedoman Pelaporan Gratifikasi, Pedoman Pelaporan WBS, LHKPN, <i>Board Manual</i>, Kode Etik) GCG. / Issuance of policies on GCG including (GCG Guidelines, Gratification Reporting Guidelines, WBS Reporting Guidelines, LHKPN, Board Manual, Code of Conduct) GCG Pembentukan tim <i>Whistleblowing System</i>. / Whistleblowing System team establishment. Pembentukan tim Komite Etika. / Ethics Committee team establishment. Pembentukan perangkat Dewan Komisaris (Komite Manajemen Risiko dan Komite Audit). / Board of Commissioners (Risk Management Committee and Audit Committee) establishment.
2018	<ul style="list-style-type: none"> Penetapan dan pengesahan. / Determination and validation Budaya Perusahaan. / Corporate Culture. Melaksanakan <i>Assessment</i> GCG. / GCG Assessment Implementation. Pembuatan <i>Quality Manual</i>. / Quality Manual Preparation. Penyempurnaan Kode Etik. / Code of Conduct Improvements. Pembuatan SOP-SOP Pendukung. / Supporting SOPs Preparation.
2019	<ul style="list-style-type: none"> Pembuatan Aplikasi Kode Etik Online. / Creation of Online Code of Conduct Application Pembuatan Pedoman Sistem Manajemen Mutu. / Creation of Quality Management System Guidelines. Penyempurnaan Kode Etik. / Code of Conduct Improvements. Pembuatan <i>Roadmap</i> GCG. / GCG Roadmap Creation.
2020	<ul style="list-style-type: none"> Penerapan Kode Etik Online. / Online Code of Conduct Implementation. Peluncuran Commuter <i>Whistleblowing System</i> (WBS). / Commuter Whistleblowing System (WBS) Launching

Tahun / Year	Milestone
2021	<ul style="list-style-type: none"> Melaksanakan Self Assessment GCG. / GCG Self-Assessment Implementation. Pembaharuan Peraturan Direksi PT Kereta Commuter Indonesia Nomor 044/PERDIR/AS.107/XI/KCI/2021 tentang Pedoman Tata Kelola Perusahaan yang Baik (<i>Good Corporate Governance</i>). / Renewal of Board of Directors Regulation 044/PERDIR/AS.107/XI/KCI/2021 concerning Good Corporate Governance Guidelines. Resertifikasi ISO 9001:2015 Sistem Manajemen Mutu KAI Commuter. / ISO 9001:2015 Recertification of KAI Commuter Quality Management System. Penerapan Kode Etik <i>Online</i> Tahun 2021. / Online Code of Conduct Implementation in 2021.

KEGIATAN IMPLEMENTASI TATA KELOLA PERUSAHAAN TAHUN 2021

CORPORATE GOVERNANCE IMPLEMENTATION ACTIVITIES IN 2021

Tanggal / Date	Kegiatan / Activity
17 November 2021 / November 17, 2021	Pembaharuan Peraturan Direksi PT Kereta Commuter Indonesia Nomor 044/PERDIR/AS.107/XI/KCI/2021 tentang Pedoman Tata Kelola Perusahaan yang Baik (<i>Good Corporate Governance</i>). / Renewal of Board of Directors Regulation of PT Kereta Commuter Indonesia 044/PERDIR/AS.107/XI/KCI/2021 concerning Good Corporate Governance Guidelines.
26 November 2021 / November 26, 2021	Resertifikasi ISO 9001:2015 Sistem Manajemen Mutu KAI Commuter. / ISO 9001:2015 Recertification of KAI Commuter Quality Management System.
16 Desember 2021 / December 16, 2021	Melaksanakan <i>Self Assessment</i> GCG. / GCG Self-Assessment Implementation.
28 Desember 2021 / December 26, 2021	Penerapan Kode Etik <i>Online</i> Tahun 2021. / Online Code of Conduct Implementation in 2021.

KEBIJAKAN DAN STRUKTUR TATA KELOLA PERUSAHAAN

Struktur dan mekanisme GCG dalam Praktik GCG di Perseroan terdiri atas Organ Utama dan Organ Pendukung. Organ Utama terdiri atas Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi. Sedangkan Organ Pendukung GCG merupakan organ Perseroan yang membantu pelaksanaan tugas dan kewajiban dari Dewan Komisaris dan Direksi dalam implementasi GCG yang terdiri dari Komite Audit, Komite bidang pemantau Manajemen Risiko, Sekretaris Dewan Komisaris, Sekretaris Perusahaan, dan Internal Audit.

CORPORATE GOVERNANCE POLICY AND STRUCTURE

The structure and mechanism of GCG in the Company's GCG Practices consist of Main Organs and Supporting Organs. The Main Organs consist of the General Meeting of Shareholders (GMS), the Board of Commissioners and the Board of Directors. Meanwhile, the GCG Supporting Organs are the Company's organs that assist the implementation of the duties and responsibilities of the Board of Commissioners and the Board of Directors in implementing GCG, consisting of the Audit Committee, Committee on Risk Management Monitoring, Secretary to the Board of Commissioners, Corporate Secretary, and Internal Audit.



“

Rapat Umum Pemegang Saham (RUPS), adalah Organ Perseroan yang memegang kekuasaan yang tidak diberikan kepada Dewan Komisaris dan/atau Direksi sesuai dengan Undang-Undang dan Anggaran Dasar Perseroan.

General Meeting of Shareholders (GMS), is the Company's Organ that holds powers that are not given to the Board of Commissioners and/or Directors in accordance with the Law and the Articles of Association.

PENANGGUNG JAWAB IMPLEMENTASI GCG

Dalam penerapannya, penanggung jawab atas penerapan prinsip Tata Kelola Perusahaan yang Baik dilaksanakan pada Sekretaris Perusahaan dengan Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor SK-024/KCI/DIR-HRD/X/2018 tentang Struktur Organisasi dan Tata Laksana, akan tetapi pada tahun 2020 terdapat perubahan atas Surat Keputusan Direksi tersebut dengan dikeluarkannya Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor 007/KCI/PER-DIR/X/2020 tentang Organisasi dan Tatalaksana sehingga mengubah Struktur Organisasi pengelolaan GCG menjadi tanggung jawab GRC dan *Legal Division*.

PARTY IN CHARGE OF GCG IMPLEMENTATION

In its application, the party responsible for implementing the principles of Good Corporate Governance is carried out in the Corporate Secretary with the Decree of the Board of Directors Number SK-024/KCI/DIR-HRD/X/2018 concerning Organizational Structure and Procedure, in 2020, however there Decree was revised through the issuance of the Decree of the Board of Directors was issued with the issuance of SK No.: 007/KCI/PER-DIR/X/2020 concerning Organizational Structure and Procedure thus changing the Organizational Structure of GCG management into the responsibility of the GRC and Legal Division.

MEKANISME TATA KELOLA PERUSAHAAN

Perseroan memiliki kebijakan pedoman dan prosedur dalam menerapkan tata kelola perusahaan yang baik. Hal ini didukung oleh kebijakan yang memuat hak, kewajiban, tugas pokok, fungsi dan wewenang serta tanggung jawab pada setiap lini. Perseroan secara berkala melakukan pemantauan atas kebijakan-kebijakan yang dilakukan dan melakukan penyempurnaan serta memastikan bahwa penerapan tata kelola yang dilakukan berjalan dengan baik dan berkesinambungan.

PENILAIAN PENERAPAN GOOD CORPORATE GOVERNANCE

Pengukuran penerapan aktivitas GCG menggunakan parameter yang telah ditetapkan oleh Kementerian BUMN sebagaimana diatur dalam Surat Keputusan Sekretaris Menteri BUMN Nomor 16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Penilaian GCG dalam PT Kereta Commuter Indonesia dilakukan dengan cara *self-assessment*. Untuk tahun 2021 skor *self-assessment* yang tercapai yakni sebesar 85,99 dengan predikat "Sangat Baik".

KRITERIA YANG DIGUNAKAN DALAM SELF-ASSESSMENT GCG OLEH PERUSAHAAN

Aturan yang mendasari kriteria pelaksanaan *self-assessment* yang diterapkan di KAI Commuter, pada dasarnya mengikuti 2 ketentuan pokok, yaitu:

- Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN, dan P&T Peraturan Menteri Negara BUMN Nomor PER-09/MBU/2012 tanggal 16 Juli 2012 tentang Perubahan Atas Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN.

CORPORATE GOVERNANCE MECHANISM

The Company has policy guidelines and procedures in implementing good corporate governance. This is supported by policies that contain rights, obligations, main tasks, functions and authorities as well as responsibilities in each line. The Company regularly monitors the policies implemented and makes improvements and ensures that the implementation of good governance is carried out properly and sustainably.

ASSESSMENT OF THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

Measurement of the implementation of GCG activities using the parameters set by the Ministry of SOEs as regulated in the Decree of the Secretary of the Minister of SOEs Number 16/S.MBU/2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance in State Owned Enterprises.

GCG assessment in PT Kereta Commuter Indonesia is carried out by means of self-assessment. For 2021 the self-assessment score achieved is 85.99 with the predicate "Very Good".

CRITERIA USED IN THE GCG SELF-ASSESSMENT

The rules that underlie the self-assessment implementation criteria applied at KAI Commuter basically follow 2 main provisions, namely:

- Regulation of the Minister of State-Owned Enterprises Number: PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in SOE, and P&T Regulation of the Minister of State for SOE Number: PER-09/MBU/2012 dated July 16, 2012 concerning Amendments to Regulation of the Minister of State for SOE Number: PER-01/MBU/2011 concerning Implementation Good Corporate Governance in SOE.

- Keputusan Sekretaris Kementerian BUMN Nomor SK- 16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).

Guna menghindari ketidakjelasan dalam penggunaan laporan dan pelaksanaan rekomendasi yang disampaikan, *self-assessment* ini tidak ditujukan untuk membandingkan capaian GCG antar Organ Perusahaan namun masing-masing Organ Perusahaan tersebut diukur dengan kriteria tersendiri sesuai dengan struktur dan proses ideal yang seharusnya berlaku serta struktur dan proses pada suatu organ yang dipengaruhi oleh Organ Perusahaan lainnya dan/atau oleh faktor eksternal.

- Decree of the Secretary of the Ministry of SOEs Number: SK-16/S.MBU/2012 dated 6 June 2012 concerning Indicators/Parameters of Assessment and Evaluation of Implementation Good Corporate Governance.

In order to avoid ambiguity in the use of the report and the implementation of the recommendations submitted, this self-assessment is not intended to compare GCG achievements between Company Organs, but each Company Organ is measured with its own criteria in accordance with the ideal structure and process that should apply as well as the structure and process at an organ that is influenced by other Company Organs and/or by external factors.

SKOR SELF-ASSESSMENT GCG TAHUN 2021

2021 GCG SELF-ASSESSMENT SCORE

Aspek Pengujian/Indikator/Parameter / Aspects of Testing/Indicators/Parameters	Bobot / Weight	Capaian / Achievements		Predikat / Predicate
		Skor / Score	Persentase / Percentage	
Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan / Commitment to Sustainable Implementation of Good Corporate Governance	7,00	6,56	93,75	Sangat Baik / Very Good
Pemegang Saham dan RUPS / Shareholders and GMS	9,00	7,06	78,43	Baik / Good
Dewan Komisaris / Board of Commissioners	35,00	31,40	89,71	Sangat Baik / Very Good
Direksi / Board of Directors	35,00	32,18	91,95	Sangat Baik / Very Good
Pengungkapan Informasi dan Transparansi / Information Disclosure and Transparency	9,00	8,79	97,69	Sangat Baik / Very Good
Aspek Lainnya / Other Aspects	5,00	-	-	-
Total	100	85,99	85,99	Sangat Baik / Very Good

REKOMENDASI SELF-ASSESSMENT GCG TAHUN 2021

2021 GCG SELF-ASSESSMENT RECOMMENDATIONS

No	Aspek Pengujian/Indikator/Parameter / Aspects of Testing/Indicators/Parameters	Jumlah Rekomendasi / Total Recommendations
1	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan / Commitment to Sustainable Implementation of Good Corporate Governance	-
2	Pemegang Saham dan RUPS / Shareholders and GMS	3
3	Dewan Komisaris / Board of Commissioners	2
4	Direksi / Board of Directors	2
5	Pengungkapan Informasi dan Transparansi / Information Disclosure and Transparency	-
6	Aspek Lainnya / Other Aspects	-
Total		7

Perseroan berkomitmen untuk menindaklanjuti setiap temuan *area of improvement* dalam penilaian tersebut, berikut hasil rekomendasi *self-assessment* di tahun 2021.

1. Aspek Pemegang Saham dan RUPS
 - a. Pedoman Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris Anak Perusahaan belum ada turunan sesuai dengan Peraturan Menteri BUMN Nomor Per-04/MBU/06/2020 Tentang Pedoman Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris Anak Perusahaan Badan Usaha Milik Negara;
 - b. Melakukan Pengesahan Rencana Jangka Panjang (RJPP) 2021 – 2024 KAI Commuter; dan
 - c. Melakukan Pembahasan dan Evaluasi Pelaksanaan Tata Kelola Perusahaan yang baik pada Perusahaan.
2. Dewan Komisaris
 - a. Membuat daftar *monitoring data/informasi* tindak lanjut hasil keputusan, rekomendasi, dan arahan Dewan Komisaris; dan
 - b. Membuat kebijakan dan kriteria seleksi bagi calon Direksi dan pengusulan calon tersebut kepada Pemegang Saham.

The Company is committed to following up on any findings of areas of improvement in the assessment, along with the results of self-assessment recommendations in 2021.

1. Aspects of Shareholders and GMS
 - a. Guidelines for the Appointment of Members of the Board of Directors and Members of the Board of Commissioners of Subsidiaries have no derivatives in accordance with the Regulation of the Minister of SOE number Per-04/MBU/06/2020 concerning Guidelines for Appointing Members of the Board of Directors and Members of the Board of Commissioners of Subsidiaries of State-Owned Enterprises.
 - b. Ratified the Long Term Plan (RJPP) 2021 – 2024 KAI Commuter.
 - c. Carried out Discussion and Evaluation of the Implementation of Good Corporate Governance in the Company.
2. Board of Commissioners
 - a. Prepared a list of monitoring data/information on the results of the decisions, recommendations, and directions of the Board of Commissioners; and
 - b. Issued policies and selection criteria for candidates for the Board of Directors and propose these candidates to Shareholders.

3. Direksi

- a. Membuat kebijakan atau aturan mengenai metode penilaian untuk mengukur kepuasan karyawan; dan
- b. Membuat rencana kerja tahunan yang dibuat pada akhir tahun berjalan tentang program pengenalan anggota Direksi dan anggota Dewan Komisaris yang diperkirakan akan diangkat pada tahun berikutnya dan melaporkan tingkat pencapaian target kinerja anggota Direksi secara individu;
- c. Direksi agar membuat rencana kerja dan anggaran terkait program pengenalan Direksi di awal tahun berjalan.

3. Board of Directors

- a. Issued policies or rules regarding assessment methods to measure employee satisfaction;
- b. Prepared an annual work plan made at the end of the current year regarding the program to introduce members of the Board of Directors and members of the Board of Commissioners who are expected to be appointed in the following year and report on the level of achievement of the performance targets of individual members of the Board of Directors;
- c. The Board of Directors to prepare a work plan and budget related to the introduction of the Board of Directors at the beginning of the current year.

ROADMAP GCG

GCG ROADMAP



Tolok Ukur
Benchmark

KAI Commuter memenuhi ketentuan dan peraturan (*mandatory* maupun *voluntary*) dalam penerapan tata kelola perusahaan sesuai dengan peraturan yang berlaku. / KAI Commuter meets both mandatory and voluntary provisions and regulations in the implementation of Good Corporate Governance in accordance with the applicable laws.

KAI Commuter dapat mengendalikan operasional perusahaan terutama dalam aspek risiko usaha secara efektif dan efisien *control internal* dan pengendalian WBS. / KAI Commuter is able to control the Company's operations especially in business risk, effectively and efficiently through internal control and WBS control.

Seluruh insan KAI Commuter menjadi warga industri atau masyarakat sosial yang beretika dan bertanggung jawab. / All KAI Commuter personnel to become industrial citizens or social citizen with ethics and responsibility.

RAPAT UMUM PEMEGANG SAHAM (RUPS)

Para Pemegang Saham dapat melakukan pengambilan keputusan penting terkait kinerja Perseroan dalam Rapat Umum Pemegang Saham (RUPS). RUPS juga menjadi sarana di mana pemegang saham dapat melakukan evaluasi terhadap kinerja Dewan Komisaris dan Direksi. Namun, baik Dewan Komisaris maupun Direksi tidak didelegasikan dalam pelaksanaan RUPS ini.

Penyelenggaraan RUPS

Rapat Umum Pemegang Saham (RUPS), adalah Organ Perseroan yang memegang kekuasaan yang tidak diberikan kepada Dewan Komisaris dan/atau Direksi sesuai dengan Undang-Undang dan Anggaran Dasar Perseroan.

Menurut Undang-Undang Nomor 40 tahun 2007 dijelaskan bahwa RUPS memiliki fungsi sentral bagi para Pemegang Saham dalam menentukan kebijakan terkait Perusahaan. Yang dimaksud dengan RUPS dalam Anggaran Dasar Perseroan berarti kedua-duanya yaitu RUPS Tahunan (RUPST) dan RUPS Luar Biasa (RUPSLB), kecuali dengan tegas dinyatakan lain.

RUPS Tahunan

RUPS Tahunan, yakni Rapat Umum Pemegang Saham yang diadakan tiap-tiap tahun, yang meliputi:

1. RUPS mengenai Laporan Tahunan dan perhitungan tahunan.
2. RUPS Tahunan mengenai persetujuan Rencana Kerja dan Anggaran Perusahaan.

RUPS Tahunan untuk menyetujui Laporan Tahunan diadakan paling lambat bulan Juni setelah penutupan tahun buku yang bersangkutan. Dalam Acara RUPS Tahunan dapat juga dimasukkan usul-usul yang diajukan oleh Dewan Komisaris dan/atau seorang atau lebih Pemegang Saham mewakili paling sedikit 1/10

GENERAL MEETING OF SHAREHOLDERS (GMS)

Shareholders can make important decisions regarding the Company's performance at the General Meeting of Shareholders (GMS). The GMS is also a means by which shareholders can evaluate the performance of the Board of Commissioners and the Board of Directors. However, neither the Board of Commissioners nor the Board of Directors were delegated in the implementation of this GMS.

GMS Implementation

General Meeting of Shareholders (GMS), is the Company's Organ that holds powers that are not given to the Board of Commissioners and/or Directors in accordance with the Law and the Articles of Association.

According to Law No. 40 of 2007 it is explained that the GMS has a central function for Shareholders in determining policies related to the Company. What is meant by GMS in the Company's Articles of Association means both the Annual GMS (AGM) and Extraordinary GMS (EGMS), unless expressly stated otherwise.

Annual GMS

Annual GMS, namely the General Meeting of Shareholders which was held every year, includes:

1. GMS regarding the Annual Report and annual calculations.
2. Annual GMS regarding the approval of the Company's Work Plan and Budget.

The Annual GMS to approve the Annual Report is held no later than June after the close of the financial year concerned. The agenda of the Annual GMS may also include proposals submitted by the Board of Commissioners and/or one or more Shareholders representing at least 1/10 (one tenth) of the number of

(satu per sepuluh) bagian dari jumlah saham yang telah dikeluarkan Perseroan dengan hak suara yang sah dengan ketentuan bahwa usul-usul yang bersangkutan harus sudah diterima oleh Direksi sebelum tanggal panggilan RUPS Tahunan.

RUPS Luar Biasa

Berdasarkan Anggaran Dasar Perseroan, RUPS Luar Biasa dapat diadakan setiap waktu berdasarkan kebutuhan untuk kepentingan Perseroan. Adapun Tempat dan Pemanggilan Rapat Umum Pemegang Saham diatur sebagai berikut.

1. Semua RUPS diadakan di tempat kedudukan Perseroan atau di tempat Perseroan melakukan kegiatan usahanya yang utama yang terletak di wilayah Negara Republik Indonesia.
2. Jika dalam RUPS hadir dan/atau diwakili semua Pemegang Saham dan semua Pemegang Saham menyetujui diadakannya RUPS tersebut maka RUPS dapat diadakan di manapun dalam wilayah Negara Republik Indonesia.
3. RUPS Luar Biasa dapat mengambil keputusan jika keputusan tersebut disetujui dengan suara bulat.
4. Direksi menyelenggarakan RUPS Tahunan dan RUPS Luar Biasa dengan didahului pemanggilan RUPS.

RUPS Sirkuler

Dalam Undang-Undang Nomor 40 Tahun 2007 telah menentukan bahwa RUPS dapat dilaksanakan tanpa perlu adanya rapat secara fisik dengan melalui keputusan sirkuler. Keputusan Sirkuler ditentukan dalam Pasal 91 Undang-Undang Perseroan Terbatas, terkait dengan ketentuan tersebut Pemegang Saham dapat mengambil keputusan yang mengikat di luar RUPS (di luar rapat fisik) tetapi memiliki kekuatan hukum yang sama dengan pelaksanaan RUPS yang dilakukan seperti biasa secara langsung. Keputusan tersebut hanya dapat diambil dengan syarat semua Pemegang Saham yang memiliki hak suara menyetujuinya secara tertulis.

shares issued by the Company with valid voting rights provided that the proposals concerned must have been received by the Board of Directors before the date of the invitation to the Annual GMS.

Extraordinary GMS

Based on the Company's Articles of Association, the Extraordinary GMS may be held at any time based on the need for the benefit of the Company. The place and summons for the General Meeting of Shareholders are regulated as follows.

1. All GMS are held at the domicile of the Company or at the place where the Company conducts its main business activities which are located in the territory of the Republic of Indonesia.
2. If the GMS is present and/or represented by all shareholders and all shareholders agree to hold the GMS, the GMS can be held anywhere within the territory of the Republic of Indonesia.
3. The EGMS can make decisions if the decision is approved unanimously.
4. The Board of Directors convenes the Annual GMS and Extraordinary GMS preceded by the invitation to the GMS.

Circular GMS

In Law No. 40 of 2007 has determined that the GMS can be held without the need for a physical meeting by means of a circular decision. Circular decisions are stipulated in Article 91 of the Limited Liability Company Law, related to this provision, shareholders can make binding decisions outside the GMS (outside the physical meeting) but have the same legal force as the GMS which is conducted as usual directly. The decision can only be taken on condition that all shareholders who have voting rights approve it in writing.

Hak Pemegang Saham

Hak Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham mempunyai hak terlebih dahulu untuk mengambil bagian atas saham yang hendak dikeluarkan dalam jangka waktu 14 (empat belas) hari sejak tanggal penawaran dilakukan dan masing-masing Pemegang Saham berhak mengambil bagian seimbang dengan jumlah saham yang mereka miliki secara proporsional.

Apabila setelah dilakukan penawaran, ternyata masih terdapat sisa saham yang belum diambil bagian maka Direksi berhak menawarkan sisa saham tersebut kepada Pemegang Saham lainnya yang masih berminat secara proporsional.

Apabila setelah lewat jangka waktu 14 (empat belas) hari tersebut terhitung sejak penawaran kepada pemegang saham tersebut masih ada sisa saham yang belum diambil bagian oleh Pemegang Saham, maka Direksi berhak menawarkan sisa saham tersebut kepada pihak ketiga, dengan memperhatikan keputusan RUPS mengenai pengeluaran saham tersebut.

Tanggung Jawab Pemegang Saham

Setiap Pemegang Saham menurut hukum harus tunduk kepada Anggaran Dasar Perseroan dan semua keputusan yang diambil dengan sah dalam RUPS serta peraturan perundang-undangan yang berlaku.

RAPAT UMUM PEMEGANG SAHAM TAHUNAN (RUPST)

Pada tahun 2021, Perseroan menyelenggarakan 2 (dua) kali RUPS Tahunan, yaitu RUPS Pertanggung Jawaban Manajemen Agenda RUPS telah disusun dan dicantumkan dalam undangan RUPS. Selama RUPS berlangsung acara dipimpin oleh Pemegang Saham.

Shareholders Rights

The rights of shareholders whose names are recorded in the Register of Shareholders have the first right to subscribe to the shares to be issued within 14 (fourteen) days from the date of the offering and each shareholder is entitled to a share equal to the number of shares they own. have proportionally.

If after the offering there are still remaining shares that have not been subscribed, the Board of Directors has the right to offer the remaining shares to other shareholders who are still proportionally interested.

If after the period of 14 (fourteen) days as of the offering to the shareholders there are still remaining shares that have not been subscribed by the shareholders, the Board of Directors has the right to offer the remaining shares to a third party, taking into account the decision of the GMS regarding the issuance of such shares.

Shareholders Responsibilities

Every shareholder must comply with the Company's Articles of Association and all decisions taken legally at the GMS and the prevailing laws and regulations.

ANNUAL GENERAL MEETING OF SHAREHOLDERS (AGMS)

In 2021, the Company held 2 (two) Annual GMS, namely the GMS on Management Responsibility. The GMS agendas has been prepared and included in the GMS invitation. During the GMS the event is chaired by the Shareholders.

Perseroan menyelenggarakan RUPS sesuai dengan Anggaran Dasar Perseroan yang menyebutkan bahwa Direksi wajib melakukan pemanggilan RUPS dalam jangka waktu paling lambat 14 hari terhitung sejak tanggal permintaan penyelenggaraan RUPS diterima dari Pemegang Saham. Surat Pemanggilan RUPS mencakup informasi dari tanggal, waktu tempat dan agenda yang akan dibicarakan dalam RUPS.

The Company convenes the GMS in accordance with the Articles of Association which states that the Board of Directors is required to summon a GMS within a period of no later than 14 days from the date the request for holding a GMS is received from the Shareholders. The invitation letter for the GMS includes information on the date, time, place and agenda to be discussed at the GMS.

Uraian / Description	RUPST Tahun Buku 2020 / 2020 Fiscal Year AGMS	RUPS 2021 / 2021 GMS
Permintaan Penyelenggaraan RUPS / GMS Implementation Proposal	Surat CDD of Subsidiary Management Nomor: KF.101/V/1/KA-2021 tanggal 23 Mei 2021 / CDD of Subsidiary Management Letter Number: KF.101/V/1/KA-2021 dated May 23, 2021	Surat CDD of Subsidiary Management Nomor: KG.113/II/13/KA-2021 tanggal 02 Februari 2021 / CDD of Subsidiary Management Letter Number: KG.113/II/13/KA-2021 dated February 2, 2021
Pemanggilan RUPS / GMS Notice	Surat Direktur Utama KAI Commuter Nomor: 173/DU-CS/KCI/V/2021 tanggal 31 Mei 2021 / Letter of the President Director of KAI Commuter No. 173/DU-CS/KCI/V/2021	Surat Direktur Utama KAI Commuter Nomor: 023/DU-CS/KCI/II/2021 tanggal 02 Februari 2021 / Letter of the President Director of KAI Commuter No. 173/DU-CS/KCI/V/2021: 023/DU-CS/KCI/II/2021 dated February 2, 2021
Pelaksanaan RUPS / GMS Implementation	Tanggal 09 Juni 2021 / June 09, 2021	Tanggal 08 Februari 2021 / February 8, 2021

Agenda dan Keputusan RUPS Tahun Buku 2021

Agenda and Resolutions of the 2021 Fiscal Year Annual GMS

No	Tanggal / Date	Jenis RUPS / GMS Type	Nomor / Number	Perihal / Subject
1	08 Februari 2021 / February 08, 2021	RUPS Tahunan / Annual GMS	Nomor PT KAI (Persero): KP.303/II/4/KA-2021 dan Nomor Yayasan Pusaka: 01/RIS-KCI/II/2021 / PT KAI (Persero) Number: KP.303/II/4/KA-2021 and Yayasan Pusaka Number: 01/RIS-KCI/II/2021	RUPS Tahunan Persetujuan dan Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2021 / Annual GMS Approval and Ratification of the Company's Work Plan and Budget (RKAP) 2021
2	09 Juni 2021 / June 09, 2021	RUPS Tahunan / Annual GMS	Nomor PT KAI (Persero): KP.303/VI/2/KA-2021 dan Yayasan Pusaka nomor: 05/RIS-KCI/VI/2021 / PT KAI (Persero) Number: KP.303/VI/2/KA-2021 and Yayasan Pusaka Number: 05/RIS-KCI/VI/2021	RUPS Tahunan tentang Persetujuan dan Pengesahan Laporan Tahunan Tahun Buku 2020 / Annual GMS concerning Approval and Ratification of the 2020 Fiscal Year Annual Report

Kehadiran RUPS Tahunan Tahun Buku 2021

Attendance in the 2021 Fiscal Year Annual GMS

Nama / Name	Jabatan / Position	Keterangan Kehadiran / Attendance Information	Perihal / Subject
Salusra Wijaya		✓	
Bambang Irawan	Pemegang Saham Perseroan / Company Shareholder	✓	
Sudibyo		✓	
Magin U Norhadi	Komisaris Utama / President Commissioner	✓	
John Robertho		✓	RUPS Tahunan Persetujuan dan Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2021 / Annual GMS for the Approval and Ratification of the Company's Work Plan and Budget (RKAP) 2021
Edy Widyaya	Komisaris / Commissioner	✓	
Danto Restyawan		✓	
Wiwik Widayanti	Direktur Utama / President Director	✓	
M. Widodo	Direktur Keuangan / Director of Finance	✓	
Roppiq Lutzfi Azhar	Direktur Teknik / Technical Director	✓	
Wawan Ariyanto	Direktur Operasi dan Pemasaran / Director of Operations and Marketing	✓	

Nama / Name	Jabatan / Position	Keterangan Kehadiran / Attendance Information	Perihal / Subject
Heru Kuswanto		✓	
Bambang Irawan	Pemegang Saham Perseroan / Company Shareholder	✓	
Sudibyo		✓	
John Robertho		✓	
Edy Widyaya	Komisaris / Commissioner	✓	RUPS Tahunan tentang Persetujuan dan Pengesahan Laporan Tahunan Tahun Buku 2020. / Annual GMS for the Approval and Ratification of the 2020 Fiscal Year Annual Report.
Danto Restyawan		✓	
Mukti Jauhari	Plt Direktur Utama / Act. President Director	✓	
Adang Sujana	Plt Direktur Keuangan / Act. Director of Finance	✓	
Roppiq Lutzfi Azhar	Direktur Teknik / Technical Director	✓	
Wawan Ariyanto	Direktur Operasi dan Pemasaran / Director of Operations and Marketing	✓	

DEWAN KOMISARIS

Dewan Komisaris bertugas untuk melakukan pengawasan dan pemberian arahan serta rekomendasi kepada Direksi untuk kepentingan dan tujuan Perseroan. Penunjukan serta pengangkatan anggota Dewan Komisaris ditunjuk oleh RUPS dan tertera di

BOARD OF COMMISSIONERS

The Board of Commissioners is assigned to provide direction and recommendations to the Board of Directors for the interests and objectives of the Company. The appointment and appointment of members of the Board of Commissioners is appointed by the GMS and is stated

dalam Anggaran Dasar Perseroan yang mengacu pada Undang-Undang Nomor 40 Tahun 2007 Tentang Perseroan Terbatas. Lebih lanjut dijabarkan fungsi, wewenang, dan tanggung jawab Dewan Komisaris.

Mekanisme Pengangkatan Anggota Dewan Komisaris

Perseroan memiliki kriteria persyaratan calon anggota Dewan Komisaris sebagaimana tercantum dalam Anggaran Dasar Perseroan Pasal 14 ayat 1 sampai dengan 10, yakni Anggota Dewan Komisaris PT Kereta Commuter Indonesia adalah perseorangan yang memenuhi persyaratan sebagai berikut:

1. Dewan Komisaris terdiri atas 1 (satu) orang anggota atau lebih.
2. Dewan Komisaris yang terdiri atas lebih dari 1 (satu) orang anggota merupakan majelis dan setiap anggota Dewan Komisaris tidak dapat bertindak sendiri-sendiri, melainkan berdasarkan keputusan Dewan Komisaris.
3. Dalam hal Dewan Komisaris terdiri lebih dari 1 (satu) orang anggota, maka salah seorang anggota Dewan Komisaris diangkat sebagai Komisaris Utama.
4. Yang dapat diangkat menjadi anggota Dewan Komisaris adalah orang perseorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatannya pernah:
 - a) Dinyatakan pailit;
 - b) Menjadi anggota Direksi atau Dewan Komisaris atau anggota Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu Perseroan atau Perum dinyatakan pailit; atau
 - c) Dihukum karena melakukan tindak pidana yang merugikan keuangan Negara dan/atau yang berkaitan dengan sektor keuangan.
5. Selain persyaratan sebagaimana tersebut pada ayat 4 Pasal ini, pengangkatan anggota Dewan Komisaris dilakukan dengan mempertimbangkan integritas, dedikasi, memahami masalah-masalah manajemen Perseroan yang berkaitan dengan salah satu fungsi manajemen, memiliki pengetahuan yang memadai

in the Articles of Association of the Company which refers to Law No. 40 of 2007 concerning Limited Liability Companies. The functions, powers and responsibilities of the Board of Commissioners are further elaborated.

Mechanism of Appointment of Members of the Board of Commissioners

The Company has the criteria for candidates for members of the Board of Commissioners as stated in the Articles of Association of the Company Article 14 Paragraphs 1 to 10, namely Members of the Board of Commissioners of PT Kereta Commuter Indonesia are individuals who meet the following requirements:

1. The Board of Commissioners consists of 1 (one) member or more.
2. The Board of Commissioners which consists of more than 1 (one) member is an assembly and each member of the Board of Commissioners cannot act alone, but based on the decision of the Board of Commissioners.
3. In the event that the Board of Commissioners consists of more than 1 (one) member, then one member of the Board of Commissioners is appointed as the President Commissioner.
4. Those who can be appointed as members of the Board of Commissioners are individuals who are capable of carrying out legal actions, unless within 5 (five) years prior to their appointment they have:
 - a) Been declared bankrupt;
 - b) Become a member of the Board of Directors or the Board of Commissioners or a member of the Supervisory Board who is found guilty of causing a Company or Perum to be declared bankrupt; or
 - c) Been sentenced for committing a crime that is detrimental to the State's finances and/or related to the financial sector.
5. In addition to the requirements as referred to in paragraph 4 of this Article, the appointment of members of the Board of Commissioners is carried out by considering integrity, dedication, understanding of the Company's management issues related to one of the management functions,

di bidang usaha Perseroan, dan dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya serta persyaratan lain berdasarkan peraturan perundang-undangan.

6. Pengangkatan anggota Dewan Komisaris yang tidak memenuhi persyaratan sebagaimana dimaksud pada ayat 4 dan ayat 5 di atas, batal karena hukum sejak saat anggota Dewan Komisaris lainnya atau Direksi mengetahui tidak terpenuhinya persyaratan tersebut.
7. Anggota Dewan Komisaris diangkat dan diberhentikan oleh RUPS.
8. Anggota Dewan Komisaris diangkat dari calon-calon yang diusulkan oleh Para Pemegang Saham dan pencalonan tersebut mengikat bagi RUPS.
9. Masa jabatan anggota Dewan Komisaris ditetapkan 5 (lima) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan.
10. Anggota Dewan Komisaris sewaktu-waktu dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasannya.

Susunan Komposisi Dewan Komisaris

Per 31 Desember 2021, Dewan Komisaris terdiri dari 5 (lima) orang sesuai dengan surat pengangkatan dan pembagian tugas masing-masing anggota, yaitu:

having adequate knowledge in the Company's business fields, and being able to provide sufficient time to carry out their duties and other requirements based on statutory regulations.

6. Appointments of members of the Board of Commissioners who do not meet the requirements as referred to in points 4 and 5 above, are null and void by law from the moment the other members of the Board of Commissioners or the Board of Directors know that these requirements are not fulfilled.
7. Members of the Board of Commissioners are appointed and dismissed by the GMS.
8. Members of the Board of Commissioners are appointed from the candidates proposed by the Shareholders and the nominations are binding on the GMS.
9. The term of office of members of the Board of Commissioners is set for 5 (five) years and may be reappointed for 1 (one) term of office.
10. Members of the Board of Commissioners may be dismissed at any time based on the decision of the GMS by stating the reasons.

Composition of the Board of Commissioners

As of December 31, 2021, the Board of Commissioners consists of 5 (five) members according to the letter of appointment and division of duties of each member, namely:

Nama / Name	Jabatan / Position	Masa Jabatan / Tenure	Dasar Pengangkatan / Basis of Appointment	Keterangan / Description
Maqin U Norhadi	Komisaris Utama / President Commissioner	17 Juli 2020 sampai dengan 17 Maret 2021 / July 17, 2020 until March 17, 2021	Keputusan Sirkuler Pemegang Saham KAI Commuter Di Luar Rapat Umum Pemegang Saham Luar Biasa Tentang Pengangkatan Anggota Dewan Komisaris dan Direksi Perseroan Nomor PT KAI (Persero) KP.303/XII/14/KA-2020 dan Nomor Yayasan Pusaka 08/RIS-KCI/XII/2020 tanggal 28 Desember 2020 / Circular Decision of the Shareholders of KAI Commuter Outside the Extraordinary General Meeting of Shareholders Regarding the Appointment of Members of the Board of Commissioners and Directors of the Company Number PT KAI (Persero) KP.303/XII/14/KA-2020 and Yayasan Pusaka Number 08/RIS-KCI/XII /2020 December 28, 2020	Periode 1 Januari 2021 sampai dengan 17 Maret 2021 / Period of January 1, 2021 until March 17, 2021

Nama / Name	Jabatan / Position	Masa Jabatan / Tenure	Dasar Pengangkatan / Basis of Appointment	Keterangan / Description
Dadan Rudiansyah	PLT Komisaris Utama / Act. President Commissioner	17 Maret 2021 sampai dengan Periode Tahun Buku 2021 dan berlanjut di Tahun Buku 2022 / March 17, 2021 until the 2021 Fiscal Year and the 2022 Fiscal Year	Keputusan Sirkuler Pemegang Saham KAI Commuter Di Luar Rapat Umum Pemegang Saham Luar Biasa Tentang Pemberhentian Anggota Direksi dan Dewan Komisaris serta Pengangkatan Pelaksana Tugas Anggota Direksi dan Dewan Komisaris Perseroan Nomor PT KAI (Persero) KP.303/III/3/KA-2021 dan Nomor Yayasan Pusaka 04/RIS-KCI/III/2021 tanggal 17 Maret 2021 / Circular Decision of Shareholders of KAI Commuter Outside the Extraordinary General Meeting of Shareholders Regarding the Dismissal of Members of the Board of Directors and Board of Commissioners and Appointment of Acting Members of the Board of Directors and Board of Commissioners of the Company Number PT KAI (Persero) KP.303/III/3/KA-2021 and Yayasan Pusaka Number 04/RIS-KCI/III/2021 dated March 17, 2021	Periode 17 Maret 2021 sampai dengan 31 Desember 2021 / Period of March 17, 2021 until December 31, 2021
Edy Widayaya	Komisaris / Commissioner	14 Juni 2019 sampai dengan Periode Tahun Buku 2021 dan berlanjut di Tahun Buku 2022 / June 14, 2021 until the 2021 Fiscal Year and the 2022 Fiscal Year	Risalah Sirkuler Keputusan Pemegang Saham KAI Commuter Tentang Pemberhentian Komisaris dan Pengangkatan Komisaris Nomor PT KAI (Persero) KP.303/VI/1/KA-2019 dan Nomor Yayasan Pusaka 04/RIS-KCI/VI/2019 tanggal 14 Juni 2019 / Circular Decision of the Shareholders of KAI Commuter Outside the Extraordinary General Meeting of Shareholders Regarding the Dismissal of Commissioners and Appointment of Commissioners Number PT KAI (Persero) KP.303/VI/1/KA-2019 and Yayasan Pusaka Number 04/RIS-KCI/VI/2019 dated June 14, 2019	Periode 01 Januari 2021 sampai dengan 31 Desember 2021 / Period of January 01, 2021 until December 31, 2021
John Robertho	Komisaris / Commissioner	17 Juli 2020 sampai dengan Periode Tahun Buku 2021 dan berlanjut di Tahun Buku 2022 / July 17, 2020 until the 2021 Fiscal Year and the 2022 Fiscal Year	Keputusan Sirkuler Pemegang Saham KAI Commuter Di Luar Rapat Umum Pemegang Saham Luar Biasa Tentang Pengangkatan Anggota Dewan Komisaris dan Direksi Perseroan Nomor PT KAI (Persero) KP.303/XII/14/KA-2020 dan Nomor Yayasan Pusaka 08/RIS-KCI/XII/2020 tanggal 28 Desember 2020 / Circular Decision of the Shareholders of KAI Commuter Outside the Extraordinary General Meeting of Shareholders Regarding the Appointment of Members of the Board of Commissioners and Directors of the Company Number PT KAI (Persero) KP.303/XII/14/KA-2020 and Heritage Foundation Number 08/RIS-KCI/XII/2020 dated December 28, 2020	Periode 01 Januari 2021 sampai dengan 31 Desember 2021 / Period of January 01, 2021 until December 31, 2021

Nama / Name	Jabatan / Position	Masa Jabatan / Tenure	Dasar Pengangkatan / Basis of Appointment	Keterangan / Description
Danto Restyawan	Komisaris / Commissioner	17 Juli 2020 sampai dengan Periode Tahun Buku 2021 dan berlanjut di Tahun Buku 2022 / July 17, 2020 until the 2021 Fiscal Year and the 2022 Fiscal Year	Keputusan Sirkuler Pemegang Saham KAI Commuter Di Luar Rapat Umum Pemegang Saham Luar Biasa Tentang Pengangkatan Anggota Dewan Komisaris dan Direksi Perseroan Nomor PT KAI (Persero) KP.303/XII/14/KA-2020 dan Nomor Yayasan Pusaka 08/RIS-KCI/XII/2020 tanggal 28 Desember 2020 / Circular Decision of the Shareholders of KAI Commuter Outside the Extraordinary General Meeting of Shareholders Regarding the Appointment of Members of the Board of Commissioners and Directors of the Company Number PT KAI (Persero) KP.303/XII/14/KA-2020 and Yayasan Pusaka Number 08/RIS-KCI/XII /2020 December 28, 2020	Periode 01 Januari 2021 sampai dengan 31 Desember 2021 / Period of January 01, 2021 until December 31, 2021

Independensi Dewan Komisaris

Board of Commissioners Independence

Pernyataan Independensi / Independence Statement	Maqin U Norhadi	Dadan Rudiansyah	Edy Widayaya	John Robertho	Danto Restyawan
Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non asuransi, jasa penilai dan/atau jasa konsultasi lain kepada KAI Commuter dalam waktu 6 (enam) bulan terakhir; / Not a member of a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or other party providing insurance services, non-insurance services, appraisal services and/or other consulting services to KAI Commuter within 6 (six) last month;	✓	✓	✓	✓	✓
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan KAI Commuter dalam waktu 6 (enam) bulan terakhir (kecuali Komisaris Independen); / Not a person working or has the authority and responsibility to plan, lead, control, or supervise the activities of KAI Commuter within the last 6 (six) months (except Independent Commissioner);	✓	✓	✓	✓	✓
Tidak mempunyai saham langsung maupun tidak langsung di KAI Commuter; / Has no direct or indirect shares in KAI Commuter;	✓	✓	✓	✓	✓
Keluarga tidak mempunyai saham langsung maupun tidak langsung di KAI Commuter; / Families has no direct or indirect shares in KAI Commuter;	✓	✓	✓	✓	✓
Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham KAI Commuter; / Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or Shareholders of KAI Commuter;	✓	✓	✓	✓	✓

Pernyataan Independensi / Independence Statement	Maqin U Norhadi	Dadan Rudiansyah	Edy Widayaya	John Robertho	Danto Restyawan
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha KAI Commuter; / Has no direct or indirect relationship related to the business activities of KAI Commuter;	✓	✓	✓	✓	✓
Tidak menjabat sebagai pengurus partai politik dan/atau calon/anggota legislatif dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah; / Not serving as an administrator of a political party and/or a candidate/member of the legislature and/or a candidate or serving as the head/deputy head of a regional government;	✓	✓	✓	✓	✓
Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di KAI Commuter. / Not holding other positions that may cause a conflict of interest related to positions at KAI Commuter.	✓	✓	✓	✓	✓

Tugas, Kewajiban dan Wewenang Dewan Komisaris

Berikut rincian tugas, kewajiban dan wewenang Dewan Komisaris pada PT. Kereta Commuter Indonesia sesuai dengan Keputusan Dewan Komisaris PT Kereta Commuter Indonesia Nomor: SK.001/KOM/KCI/IV/2021 tentang Pembagian Tugas Dewan Komisaris PT Kereta Commuter Indonesia:

1. Mematuhi peraturan perundang-undangan dan/atau Anggaran Dasar;
2. Beritikad baik dan dengan penuh tanggung jawab menjalankan tugas untuk kepentingan dan usaha Perusahaan;
3. Melakukan pengawasan terhadap kebijakan pengurusan Perusahaan yang dilakukan Direksi serta memberi nasihat kepada Direksi termasuk mengenai Rencana Pengembangan Perusahaan, Rencana Jangka Panjang, Rencana Kerja dan Anggaran Dasar dan Keputusan RUPS dan Peraturan Perundang-undangan yang berlaku;
4. Memberi nasihat kepada Direksi dalam melaksanakan pengurusan Perusahaan;
5. Menyusun Rencana Kerja Dewan Komisaris untuk periode tahun berikutnya;

Duties and Responsibilities of the Board of Commissioners

The following are the details of the duties, obligations and authorities of the Board of Commissioners at PT. Kereta Commuter Indonesia in accordance with the Decree of the Board of Commissioners of PT Kereta Commuter Indonesia Number: SK.001/KOM/KCI/IV/2021 concerning the Division of Duties of the Board of Commissioners of PT Kereta Commuter Indonesia:

1. Complying with laws and regulations and/or Articles of Association;
2. Having good faith and full responsibility in carrying out duties for the interests and business of the Company;
3. Supervising the Company's management policies carried out by the Board of Directors as well as provide advice to the Board of Directors including the Company's Development Plan, Long Term Plan, Work Plan and Articles of Association and GMS Resolutions and applicable laws and regulations;
4. Providing advice to the Board of Directors in carrying out the management of the Company;
5. Preparing a Work Plan for the Board of Commissioners for the following year;

6. Mempertanggungjawabkan pelaksanaan tugasnya kepada RUPS;
7. Meminta keterangan secara tertulis kepada Direksi tentang suatu permasalahan di Perusahaan;
8. Melakukan kunjungan ke unit kerja/kantor cabang/proyek tertentu, baik dengan atau tanpa pemberitahuan kepada Direksi sebelumnya;
9. Memberikan tanggapan atas laporan berkala dari Direksi;
10. Memberikan pendapat dan saran kepada RUPS mengenai Rencana Kerja dan Anggaran Tahunan Perusahaan serta perubahan dan penambahannya;
11. Mengikuti perkembangan kegiatan Perusahaan;
12. Memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepengurusan Perusahaan;
13. Melaporkan dengan segera kepada RUPS apabila terjadi gejala menurunnya kinerja Perusahaan dengan disertai saran mengenai Langkah perbaikan yang harus ditempuh;
14. Memberikan pendapat dan saran kepada RUPS mengenai rencana perbuatan pengurusan Perusahaan oleh Direksi yang harus mendapatkan persetujuan RUPS;
15. Meneliti dan menelaah serta menandatangani Laporan Tahunan yang disusun dan disampaikan oleh Direksi kepada RUPS;
16. Melakukan tugas-tugas pengawasan lainnya yang ditentukan oleh RUPS;
17. Mempertanggungjawabkan pelaksanaan tugasnya kepada RUPS;
18. Melakukan proses penunjukkan calon Auditor Eksternal dan menyampaikan kepada RUPS mengenai alasan pencalonan dan besarnya honorarium;
19. Mengawasi dan memberikan nasihat kepada Direksi mengenai efektivitas Sistem Pengendalian Internal (*Internal Control*), Tata Kelola Perusahaan yang Baik (*Good Corporate Governance – GCG*), dan Kepatuhan (*Compliance*) terhadap peraturan/kebijakan yang berlaku;
6. Reporting the implementation of their duties to the GMS;
7. Requesting written information from the Board of Directors regarding a problem in the Company;
8. Making visits to certain work units/branch offices/projects, either with or without prior notification to the Board of Directors;
9. Providing feedback on periodic reports from the Board of Directors;
10. Providing opinions and suggestions to the GMS regarding the Company's Annual Work Plan and Budget and its amendments and additions;
11. Following the development of the Company's activities;
12. Providing opinions and suggestions to the GMS regarding any issues deemed important to the management of the Company;
13. Reporting immediately to the GMS if there are signs of a decline in the Company's performance accompanied by suggestions regarding corrective steps that must be taken;
14. Providing opinions and suggestions to the GMS regarding the plan for the management of the Company by the Board of Directors which must obtain the approval of the GMS;
15. Researching and reviewing as well as signing the Annual Report prepared and submitted by the Board of Directors to the GMS;
16. Performing other supervisory duties as determined by the GMS;
17. Reporting the implementation of their duties to the GMS;
18. Conducting the process of appointing a candidate for the External Auditor and submitting to the GMS the reasons for nomination and the amount of the honorarium;
19. Supervising and providing advice to the Board of Directors regarding the effectiveness of the Internal Control System (*Internal Control*), *Good Corporate Governance (GCG)*, and Compliance with applicable regulations/policies;

20. Mengawasi dan memberikan nasihat kepada Direksi secara berkala mengenai efektivitas penerapan Manajemen Risiko di lingkungan Perusahaan;
21. Mengevaluasi, mengarahkan, dan memantau kebijakan manajemen risiko di bidang Teknologi Informasi dan kesesuaian penerapannya dengan karakteristik, kompleksitas, dan profil risiko Perusahaan;
22. Memberikan arahan perbaikan atas pelaksanaan kebijakan manajemen risiko di bidang Teknologi Informasi;
23. Melakukan evaluasi terhadap perencanaan dan pelaksanaan audit, memastikan audit dilaksanakan dengan frekuensi dan lingkup yang memadai, serta melakukan pemantauan atas tindak lanjut hasil audit yang terkait dengan sistem informasi; dan
24. Melakukan evaluasi terhadap pengelolaan pengamanan yang andal dan efektif atas TI guna menjamin ketersediaan, kerahasiaan, dan keakuratan informasi.

20. Supervising and providing advice to the Board of Directors on a regular basis regarding the effectiveness of the implementation of Risk Management within the Company;
21. Evaluating, directing, and monitoring risk management policies in the field of Information Technology and the suitability of their application with the characteristics, complexity, and risk profile of the Company;
22. Providing direction for improvement of the implementation of risk management policies in the field of Information Technology;
23. Evaluating the planning and implementation of the audit, ensuring that the audit is carried out with adequate frequency and scope, as well as monitoring the follow-up to the audit results related to the information system; and
24. Evaluating reliable and effective security management for IT to ensure the availability, confidentiality, and accuracy of information.

Pembagian Tugas Dewan Komisaris

Division of Duties of the Board of Commissioners

Nama / Name	Jabatan / Position	Periode / Period	Tugas dan Tanggung Jawab / Duties and Responsibilities
Maqin U Norhadi	Komisaris Utama / President Commissioner	1 Januari – 17 Maret 2021 / January 1 – March 17, 2021	a. Memimpin Dewan Komisaris dalam pelaksanaan fungsi, tugas, wewenang dan kewajiban Komisaris termasuk Organ Pendukung Dewan Komisaris yang ada (Sekretaris Dewan Komisaris dan Komite-Komite). / Leading the Board of Commissioners in the implementation of functions, duties, authorities and obligations of the Commissioner including supporting organs of the Board of Commissioners (Secretary to the Board of Commissioners and committees).
Dadan Rudiansyah	PLT Komisaris Utama / Act. President Commissioner	17 Maret – 31 Desember 2021 / March 17 – December 31, 2021	b. Mendorong pengembangan kemampuan Dewan Komisaris, Direksi serta manajemen perusahaan secara keseluruhan. / Encouraging the development of Board of Commissioners, Directors and Company management as a whole. c. Mengkoordinasikan fokus perhatian antar anggota Dewan Komisaris yang mencakup seluruh bidang tugas Direksi. / Coordinating the focus of attention among members of the Board of Commissioners covering all the duties of Board of Directors.
Edy Widayaya	Komisaris / Commissioner	1 Januari – 17 Maret 2021 / January 1 – March 17, 2021	Mengkoordinasikan pemantauan dan pengawasan atas bidang-bidang di lingkungan Direktorat Utama dan Direktorat Keuangan dan Administrasi. / Coordinating the monitoring and oversight of areas in the environment of the main Directorate & the Directorate of Finance and Administration.

Nama / Name	Jabatan / Position	Periode / Period	Tugas dan Tanggung Jawab / Duties and Responsibilities
John Robertho	Komisaris / Commissioner	1 Januari – 17 Maret 2021 / January 1 – March 17, 2021	Mengkoordinasikan pemantauan dan pengawasan atas bidang-bidang di lingkungan Direktorat Teknik. / Coordinating the monitoring and oversight of areas in the environment of the main Directorate & the Directorate of Technic.
Danto Restyawan	Komisaris / Commissioner	1 Januari – 17 Maret 2021 / January 1 – March 17, 2021	Mengkoordinasikan pemantauan dan pengawasan atas bidang-bidang di lingkungan Direktorat Operasi dan Pemasaran. / Coordinating the monitoring and oversight of areas in the Directorate of Engineering and Directorate of Operations & Marketing.

Pedoman dan Tata Tertib Dewan Komisaris (*Board Manual*)

Pedoman Kerja Dewan Komisaris dan Direksi (*Board Manual*) disusun sebagai acuan dalam menjalankan tugas sebagai Dewan Komisaris di Perseroan. Penyusunan *Board Manual* ini sebagai wujud komitmen Perseroan dalam mengimplementasikan *Good Corporate Governance* (GCG) guna mencapai visi dan menjalankan misi yang telah ditetapkan secara konsisten dan dengan sebaik-baiknya.

Adapun hal-hal yang diatur dalam *Board Manual* antara lain:

1. Tugas Dewan Komisaris;
2. Kewajiban Dewan Komisaris;
3. Wewenang Dewan Komisaris;
4. Tanggung Jawab Dewan Komisaris;
5. Etika Jabatan Dewan Komisaris;
6. Independensi (Kemandirian) Dewan Komisaris;
7. Rapat Dewan Komisaris;
8. Hubungan Dewan Komisaris dengan RUPS;
9. Hubungan Dewan Komisaris dengan Direksi;
10. Hubungan Dewan Komisaris dengan Komite di Bawah Dewan Komisaris;
11. Sekretaris Dewan Komisaris;
12. Persyaratan Dewan Komisaris;

Board of Commissioners Guidelines and Code of Conduct (*Board Manual*)

The Work Guidelines for the Board of Commissioners and the Board of Directors (*Board Manual*) are prepared as a reference in carrying out their duties as the Board of Commissioners in the Company. The preparation of this *Board Manual* is a manifestation of the Company's commitment to implementing *Good Corporate Governance* (GCG) in order to achieve the vision and carry out the mission that has been set consistently and as well as possible.

The matters regulated in the *Board Manual* include:

1. Duties of the Board of Commissioners
2. Obligations of the Board of Commissioners
3. Authority of the Board of Commissioners
4. Responsibilities of the Board of Commissioners
5. Ethics of the Board of Commissioners
6. Independence (Independence) of the Board of Commissioners
7. Board of Commissioners Meeting
8. Relationship between the Board of Commissioners and the GMS
9. Relationship between the Board of Commissioners and the Board of Directors
10. Relationship between the Board of Commissioners and the Committees below the Board of Commissioners
11. Secretary to the Board of Commissioners
12. Board of Commissioners Requirements

13. Komposisi Dewan Komisaris;
14. Komisaris Independen;
15. Pengangkatan Jabatan Dewan Komisaris;
16. Masa Jabatan Dewan Komisaris;
17. Program Pengenalan Dewan Komisaris;
18. Perangkapan Jabatan Dewan Komisaris;
19. Pengunduran Diri Jabatan Dewan Komisaris;

20. Pemberhentian Dewan Komisaris;
21. Keadaan Lowong Dewan Komisaris;
22. Evaluasi Kinerja Dewan Komisaris;

23. Program Peningkatan Kapabilitas Dewan Komisaris;

13. Composition of the Board of Commissioners
14. Independent Commissioner
15. Appointment of the Board of Commissioners
16. Tenure of the Board of Commissioners
17. Board of Commissioners Introduction Program
18. Concurrent Positions of the Board of Commissioners
19. Resignation of the position of the Board of Commissioners
20. Dismissal of the Board of Commissioners
21. Vacancies for the Board of Commissioners
22. Performance Evaluation of the Board of Commissioners
23. Board of Commissioners Capability Improvement Program

Laporan Pelaksanaan Tugas Dewan Komisaris Tahun 2021

A. Pengembangan SDM

Sesuai RKA Dewan Komisaris Tahun 2021 PT Kereta Commuter Indonesia tentang pengembangan kompetensi Dewan Komisaris dan Organ Pendukung Dewan Komisaris. Dewan Komisaris dan Organ Pendukung Dewan Komisaris telah memenuhi hal tersebut dengan mengikuti beberapa pelatihan dan webinar sebagai berikut.

1. *National Web-seminar Government Internal Audit Corporate University "Enhancing Internal Audit Capability: a Strategy to Safeguard Goals of State and Regionally-Owned Corporations"* tanggal 10 Maret 2021 oleh Badan Pengawasan Keuangan dan Pengembangan (BPKP).
2. Webinar *Risk Management Awareness* tanggal 9 April 2021 oleh CRMS.
3. *Online Intensive Workshop "Penerapan & Pengukuran Efektivitas GCG dan Area of Improvement"* tanggal 5 Oktober 2021 oleh JSM Management Consultant.

Report on the Implementation of the Duties of the Board of Commissioners in 2021

A. HC Development

In accordance with the RKA of the Board of Commissioners in 2021, PT Kereta Commuter Indonesia concerning the competency development of the Board of Commissioners and the Supporting Organs of the Board of Commissioners. The Board of Commissioners and Supporting Organs of the Board of Commissioners have fulfilled this requirement by participating in several trainings and webinars as follows.

1. *Government National Web-seminar Internal Audit Corporate University "Enhancing Internal Audit Capability: a Strategy to Safeguard Goals of State and Regionally-Owned Corporations"* on March 10, 2021 by the Financial and Development Supervisory Agency (BPKP).
2. *Risk Management Awareness Webinar* on April 9, 2021 by CRMS.
3. *Online Intensive Workshop "Implementation & Measurement of GCG Effectiveness and Areas of Improvement"* on October 5, 2021 by JSM Management Consultant.

B. Produk Administrasi

1. Surat Keputusan Dewan Komisaris

Terdapat beberapa hal yang diputuskan dengan dikeluarkannya 8 (delapan) Surat Keputusan Dewan Komisaris antara lain Penetapan Penghasilan Organ Pendukung Dewan Komisaris, Struktur Komite Nominasi dan Remunerasi, Penunjukkan Direktur untuk mengisi jabatan Direktur yang lowong, serta internal keorganisasian Dewan Komisaris.

2. Surat Masuk

Terdapat 39 surat yang diterima oleh Dewan Komisaris, baik dari Manajemen KCI dan *Managing Director of Human Capital and General Affairs*, antara lain perihal Pengawasan dan Pembinaan kepada Direksi, Permohonan Permintaan Tanggapan atas Rencana Pendirian Anak Perusahaan Kereta Commuter Jabodetabek, Permohonan Anggaran Multiyears Pengadaan Sparepart commuterline dengan proses LTPA.

3. Surat Keluar

Terdapat 38 surat yang dikeluarkan oleh Dewan Komisaris, antara lain berupa Persetujuan Dewan Komisaris atas Pembukaan Kantor Cabang Wilayah VI KAI Commuter, tanggapan atas *corporate action* lainnya baik yang ditujukan kepada Direktur Utama maupun ke Pemegang Saham dan penelaahan atas kinerja Perusahaan.

C. Rapat Dewan Komisaris dengan Direksi

Pengawasan yang dilakukan Dewan Komisaris tidak hanya melalui laporan tertulis namun juga melakukan koordinasi yang baik dengan Direksi. Agenda pembahasan rapat antara lain tentang laporan kinerja Perusahaan per bulan, triwulanan dan/atau semester, dan rencana strategis lainnya dalam rangka peningkatan pendapatan. Selama tahun 2021, telah dilaksanakan rapat sebanyak 14 kali baik secara *offline* maupun *online*.

B. Administration Product

1. Board of Commissioners Decree

There were several matters that were decided with the issuance of 8 (eight) Decrees of the Board of Commissioners, including Determination of Income for Supporting Organs for the Board of Commissioners, Structure of the Nomination and Remuneration Committee, Appointment of Directors to fill vacant Director positions, as well as the internal organization of the Board of Commissioners.

2. Incoming Mail

There were 39 mails received by the Board of Commissioners, both from KCI Management and Managing Director of Human Capital and General Affairs, including regarding Supervision and Guidance to the Board of Directors, Requests for Responses to Plans for Establishing Jabodetabek Commuter Train Subsidiaries, Requests for Multiyear Budgets for Procurement of commuterline Spare Parts with the LTPA process.

3. Outgoing Letter

There were 38 letters issued by the Board of Commissioners, including the approval of the Board of Commissioners on the Opening of the Regional VI Branch Office of KAI Commuter, responses to other corporate actions both addressed to the President Director and to Shareholders and reviews of the Company's performance.

C. Meeting of the Board of Commissioners with the Board of Directors

The supervision carried out by the Board of Commissioners is not only through written reports but also carries out good coordination with the Board of Directors. The agenda for discussion of the meeting includes, among others, the Company's performance reports per month, quarterly and/or semester, and other strategic plans in order to increase revenue. During 2021, 14 meetings have been held both offline and online.

D. Rapat Internal Dewan Komisaris

Dewan Komisaris juga melakukan rapat internal maupun berkoordinasi dengan baik dalam memberikan arahan dan nasihat kepada Managemen KAI Commuter melalui rapat Komite, yang telah dilaksanakan sebanyak 15 kali, diantaranya pembahasan pembentukan Komite Nominasi dan Remunerasi Dewan Komisaris atas Penerapan PERMEN BUMN Nomor 06/2021, progress KPI Dewan Komisaris 2021, Status Tindak Lanjut Temuan Auditor Eksternal dan Internal, progress Implementasi dan kebijakan ERM.

E. Kunjungan Lapangan

Dewan Komisaris telah melakukan kunjungan ke wilayah operasional KAI Commuter sebanyak 4 kali. Kunjungan tersebut bertujuan untuk memantau langsung kondisi dan perkembangan KAI Commuter.

D. Internal Meeting of the Board of Commissioners

The Board of Commissioners also conducts internal meetings and coordinates well in providing direction and advice to KAI Commuter Management through Committee meetings, which have been held 15 times, including discussions on the establishment of the Nomination and Remuneration Committee for the Board of Commissioners on the Implementation of PERMEN BUMN Number 06/2021, the progress of the Board of Commissioners' KPI Commissioner 2021, Status of Follow-up on Findings of External and Internal Auditors, progress of ERM implementation and policies.

E. Field Visit

The Board of Commissioners has visited the operational area of KAI Commuter 4 times. The visit was aimed at directly monitoring the condition and development of KAI Commuter.

No	Program Kerja / Work Program	Realisasi Program Kerja / Work Program Realization
1	Pengembangan SDM / HC Development	Terlaksana / Realized
2	Produk Administrasi / Administration Product	Terlaksana / Realized
3	Rapat Dewan Komisaris dengan Direksi / Meeting of the Board of Commissioners with the Board of Directors	Terlaksana / Realized
4	Rapat Internal Dewan Komisaris / Internal Meeting of the Board of Commissioners	Terlaksana / Realized
5	Kunjungan Lapangan / Field Visit	Terlaksana / Realized

Program Orientasi Dewan Komisaris

Dengan latar belakang anggota Dewan Komisaris yang berasal dari beberapa pihak yang merepresentasikan Pemegang Saham, maka keberadaan Program Pengenalan sangat penting untuk dilaksanakan. Hal ini dilakukan agar para Anggota Dewan Komisaris dapat saling mengenal dan menjalin kerja sama sebagai satu tim yang kompak, komprehensif dan efektif. Ketentuan tentang program pengenalan meliputi hal-hal sebagai berikut:

1. Untuk anggota Dewan Komisaris yang baru diangkat, wajib diberikan Program Pengenalan mengenai kondisi Perseroan secara umum;

Board of Commissioners Orientation Program

With the background of the members of the Board of Commissioners who come from several parties who represent the Shareholders, the existence of the Introduction Program is very important to be implemented. This is done so that the members of the Board of Commissioners can get to know each other and work together as a compact, comprehensive and effective team. Provisions regarding the introduction program include the following:

1. For newly appointed members of the Board of Commissioners, an Introduction Program must be given regarding the general condition of the Company;

2. Sekretaris Perusahaan bertanggung jawab untuk mengadakan Program Pengenalan Anggota Dewan Komisaris yang baru diangkat. Dalam hal pergantian jabatan Dewan Komisaris bukan jabatan Komisaris Utama, maka Komisaris Utama wajib untuk ikut mengenalkan Perusahaan dan segala kondisinya kepada Anggota Dewan Komisaris yang baru diangkat. Jika Komisaris Utama berhalangan, maka tanggung jawab ikut mengenalkan Perusahaan berada pada Direktur Utama;
 3. Program pengenalan meliputi:
 - a. Pelaksanaan prinsip-prinsip *Good Corporate Governance* di Perseroan;
 - b. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi berdasarkan hukum;
 - c. Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko, pengendalian internal dan masalah-masalah strategis lainnya;
 - d. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal serta Komite Audit;
 - e. Keterangan mengenai kewajiban, tugas, tanggung jawab dan hak-hak Direksi dan Dewan Komisaris;
 - f. Pemahaman terkait dengan prinsip etika dan norma yang berlaku di lingkungan Perseroan serta masyarakat setempat;
 - g. *Team Building*. Dalam kegiatan ini menyertakan Direksi, baik yang baru menjabat maupun yang pernah menjabat sebelumnya.
 4. Program pengenalan dapat berupa presentasi, pertemuan, kunjungan ke fasilitas Perseroan, kunjungan ke kantor-kantor cabang, pengkajian dokumen Perseroan atau program lainnya yang dianggap sesuai dengan kebutuhan.
2. The Corporate Secretary is responsible for conducting the Introduction Program for the newly appointed members of the Board of Commissioners. In the event that the change in the position of the Board of Commissioners is not the position of the President Commissioner, the President Commissioner is obliged to participate in introducing the Company and all its conditions to the newly appointed members of the Board of Commissioners. If the President Commissioner is absent, the responsibility for introducing the Company rests with the President Director;
 3. The introduction program includes:
 - a. Implementation of the principles of Good Corporate Governance in the Company;
 - b. Information regarding the duties and responsibilities of the Board of Commissioners and the Board of Directors based on the law;
 - c. Description of the Company in relation to the objectives, nature and scope of activities, financial and operating performance, strategy, short-term and long-term business plans, competitive position, risks, internal control and other strategic issues;
 - d. Information relating to delegated authority, internal and external audits, internal control systems and policies and the Audit Committee;
 - e. Information regarding the obligations, duties, responsibilities and rights of the Board of Directors and the Board of Commissioners;
 - f. Understanding related to ethical principles and norms that apply within the Company and the local community;
 - g. Team Building, participated by the new and previously serving Board of Directors.
 4. The introduction program can be held in the form of presentations, meetings, visits to the Company's facilities, visits to branch offices, review of Company documents or other programs deemed appropriate to the needs.

5. Program pengenalan ini dilaksanakan selambat-lambatnya 3 bulan setelah pengangkatan Komisaris yang bersangkutan.

5. This introduction program is carried out no later than 3 months after the appointment of the relevant Commissioner.

Pada tahun 2021 Perseroan melakukan program orientasi Dewan Komisaris pada tanggal 17 Maret 2021.

In 2021, the Company conducted an orientation program for the Board of Commissioners on March 17, 2021

Pelatihan dan Pengembangan Kompetensi Dewan Komisaris

Board of Commissioners Competency Training and Development

Nama Komisaris / Commissioner Name	Nama Pelatihan / Training Title	Penyelenggara / Organizer	Waktu Pelaksanaan / Date of Implementation
Dadan Rudiansyah	<i>Webinar Risk Management Awareness</i>	CRMS Indonesia	9 April 2021 / April 9, 2021
Edy Widyaya	<ul style="list-style-type: none"> <i>National Web-Seminar Government Internal Audit Corporate University</i> <i>Webinar Risk Management Awareness</i> 	<ul style="list-style-type: none"> Badan Pengawasan dan Pembangunan / Development and Monitoring Agency CRMS Indonesia 	<ul style="list-style-type: none"> 10 Maret 2021 / March 10, 2021 9 April 2021 / April 9, 2021
John Robertho	<i>Webinar Risk Management Awareness</i>	CRMS Indonesia	9 April 2021 / April 9, 2021
Danto Restyawan	<i>Webinar Risk Management Awareness</i>	CRMS Indonesia	9 April 2021 / April 9, 2021

Penilaian Atas Kinerja Komite Penunjang Dewan Komisaris

Evaluasi terhadap kinerja anggota Komite Penunjang Dewan Komisaris dilakukan secara kolegial pada setiap 1 tahun periode yang dilakukan secara *self-assessment* bersamaan dengan penilaian kinerja Dewan Komisaris. Hasil evaluasi tersebut akan menjadi bahan penilaian untuk perpanjangan masa kerja anggota Komite Penunjang Dewan Komisaris pada periode berikutnya. Penilaian meliputi kehadiran dalam rapat, realisasi program kerja serta kualitas telaah/saran/rekomendasi yang diberikan kepada Dewan Komisaris.

Performance Assessment of the Supporting Committees of the Board of Commissioners

Evaluation of the performance of the members of the Supporting Committee of the Board of Commissioners is carried out collegially in every 1 year period which is carried out by self-assessment along with the performance assessment of the Board of Commissioners. The results of the evaluation will be used as an assessment material for the extension of the tenure of the members of the Supporting Committee of the Board of Commissioners in the next period. The assessment includes attendance at meetings, realization of work programs and the quality of reviews/suggestions/recommendations given to the Board of Commissioners.

DIREKSI

Direksi memiliki tugas utama untuk menjalankan tindakan yang berkaitan dengan pengurusan Perseroan untuk kepentingan Perseroan sesuai dengan maksud dan tujuan Perseroan. Direksi wajib memastikan agar Perseroan memperhatikan kepentingan pihak konsumen, Pemegang Saham, dan Pemangku Kepentingan lainnya.

Mekanisme Pengangkatan Anggota Direksi

Berdasarkan Anggaran Dasar Perseroan bahwa Pengangkatan anggota Direksi Perusahaan dilaksanakan berlandaskan pada prinsip-prinsip *Good Corporate Governance*. Pengangkatan anggota Direksi Perseroan dilakukan oleh RUPS melalui proses pencalonan berdasarkan pedoman yang diatur sebagai berikut:

PERSYARATAN DAN KOMPOSISI DIREKSI

Persyaratan Direksi

Persyaratan untuk dapat dicalonkan menjadi anggota Direksi yaitu:

1. Syarat Formal, yaitu orang perseorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatannya pernah:
 - a. Dinyatakan pailit;
 - b. Menjadi anggota Direksi atau anggota Dewan Komisaris/Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu BUMN, Anak Perusahaan dan/atau Perusahaan dinyatakan pailit; atau
 - c. Dihukum karena melakukan tindak pidana yang merugikan keuangan negara, BUMN, Anak Perusahaan, Perusahaan, dan/atau yang berkaitan dengan sektor keuangan.

BOARD OF DIRECTORS

The Board of Directors has the main task of carrying out actions related to the management of the Company for the benefit of the Company in accordance with the aims and objectives of the Company. The Board of Directors is required to ensure that the Company pays attention to the interests of consumers, shareholders and other stakeholders.

Mechanism of Appointment of Members of the Board of Directors

Based on the Company's Articles of Association and Bylaws that the appointment of members of the Company's Board of Directors is carried out based on the principles of Good Corporate Governance. The appointment of the members of the Board of Directors of the Company is carried out by the GMS through a nomination process based on the guidelines set forth as follows:

REQUIREMENTS AND COMPOSITION OF THE BOARD OF DIRECTORS

Board of Directors Requirements

The requirements to be nominated as a member of the Board of Directors are:

1. Formal requirements, namely individuals who are capable of carrying out legal actions, except that within 5 (five) years prior to their appointment they have:
 - a. Been declared bankrupt;
 - b. Become a member of the Board of Directors or a member of the Board of Commissioners/Supervisory Board who is found guilty of causing a State-Owned Enterprise, Subsidiary and/or Company to be declared bankrupt;
 - c. Sentenced for committing a crime that is detrimental to state finances, BUMN, Subsidiaries, Companies, and/or related to the financial sector;

2. Pemenuhan Syarat Formal di atas, dibuktikan dengan surat pernyataan yang ditandatangani oleh calon anggota Direksi dan surat tersebut disimpan oleh Perseroan. Pengangkatan anggota Direksi yang tidak memenuhi persyaratan sebagaimana dimaksud Syarat Formal di atas batal karena hukum sejak saat anggota Direksi lainnya atau Dewan Komisaris ataupun pihak lainnya yang berkepentingan mengetahui dan melaporkan tidak terpenuhinya persyaratan tersebut.
3. Syarat Materiil terhadap Calon Anggota Direksi, meliputi:
 - a. Pengalaman, dalam arti yang bersangkutan memiliki rekam jejak (*track record*) yang menunjukkan Perusahaan/Lembaga tempat yang bersangkutan bekerja sebelum keberhasilan dalam BUMN/Anak Perusahaan pencalonan;
 - b. Keahlian, dalam arti yang bersangkutan:
 - 1) Memiliki pengetahuan yang memadai di bidang usaha Perseroan yang bersangkutan.
 - 2) Memiliki pemahaman terhadap manajemen dan tata kelola Perusahaan.
 - 3) Memiliki kemampuan untuk merumuskan dan melaksanakan kebijakan strategis dalam rangka pengembangan Perseroan.
 - 4) Integritas, dalam arti yang bersangkutan tidak pernah terlibat:
 - a. Perbuatan rekayasa dan praktik-praktik menyimpang pada tempat yang bersangkutan bekerja sebelum pencalonan (berbuat tidak jujur);
 - b. Perbuatan cidera janji yang dapat dikategorikan tidak memenuhi komitmen yang telah disepakati pada tempat yang bersangkutan bekerja sebelum pencalonan (berperilaku tidak baik);
 - c. Perbuatan yang dikategorikan dapat memberikan keuntungan secara melawan hukum kepada yang bersangkutan dan/ atau pihak lain sebelum pencalonan (berperilaku tidak baik); dan

- d. Perbuatan yang dapat dikategorikan sebagai pelanggaran terhadap ketentuan yang berkaitan dengan prinsip-prinsip pengurusan Perusahaan yang sehat (berperilaku tidak baik).
4. Kepemimpinan, dalam arti yang bersangkutan memiliki kemampuan untuk:
 - a. Memformulasikan dan mengartikulasikan visi Perusahaan;
 - b. Mengarahkan pejabat dan karyawan Perusahaan agar mampu melakukan sesuatu untuk mewujudkan tujuan Perusahaan;
 - c. Membangkitkan semangat (memberi energi baru) dan memberikan motivasi kepada pejabat dan karyawan Perusahaan untuk mampu mewujudkan tujuan Perusahaan.
 5. Memiliki kemauan yang kuat (antusias) dan dedikasi yang tinggi untuk memajukan dan mengembangkan Perseroan yang bersangkutan.
 6. Syarat lain, yang meliputi:
 - a. Bukan pengurus partai politik, dan/atau anggota legislatif, dan/atau tidak sedang mencalonkan diri sebagai calon anggota legislatif;
 - b. Bukan kepala/wakil kepala daerah dan/atau tidak sedang mencalonkan diri sebagai calon kepala/wakil kepala daerah;
 - c. Berusia tidak melebihi 58 tahun ketika akan menjabat Direksi;
 - d. Tidak sedang menjabat sebagai pejabat pada Lembaga, Anggota Dewan Komisaris/Dewan Pengawas pada BUMN, Anggota Direksi pada BUMN, Anak Perusahaan dan/atau Perusahaan, kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai anggota Direksi Anak Perusahaan;
 - e. Tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan Anggota Direksi, kecuali menandatangani surat pernyataan bersedia mengundurkan diri dari jabatan tersebut jika terpilih sebagai Anggota Direksi;
- d. Actions that can be categorized as a violation of the provisions relating to the principles of healthy company management (bad behavior).
4. Leadership, in the sense the concerned has the ability to:
 - a. Formulating and articulating the Company's vision;
 - b. Directing the officers and employees of the Company to be able to do something to realize the goals of the Company;
 - c. Generating enthusiasm (giving new energy) and motivating Company officials and employees to be able to realize the Company's goals.
 5. Have a strong will (enthusiasm) and high dedication to advance and develop the company concerned.
 6. Other conditions, which include:
 - a. Not an administrator of a political party, and/or a member of the legislature, and/or not currently running as a candidate for a member of the legislature;
 - b. Not the head/deputy head of the region and/or not currently running as a candidate for the head/deputy head of the region;
 - c. Not more than 58 years old when about to serve as the Board of Directors;
 - d. Not currently serving as an official at an Institution, Member of the Board of Commissioners/Supervisory Board at a SOE, Member of the Board of Directors in a SOE, Subsidiary and/or Company, unless signing a statement that he is willing to resign from the position if elected as a member of the Board of Directors of a Subsidiary;
 - e. Not currently holding a position which, based on the laws and regulations, is prohibited from concurrently serving as a Member of the Board of Directors, except for signing a statement that he is willing to resign from the position if elected as a Member of the Board of Directors;

- f. Tidak menjabat sebagai Anggota Direksi pada Perusahaan yang bersangkutan selama 2 (dua) periode berturut-turut; dan
- g. Sehat jasmani dan rohani (tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai Anggota Direksi) yang dibuktikan dengan surat keterangan sehat dari rumah sakit pemerintah.

- f. Not serving as a member of the Board of Directors of the company concerned for 2 (two) consecutive periods;
- g. Physically and mentally healthy (not suffering from an illness that can hinder the performance of duties as a member of the Board of Directors) as evidenced by a health certificate from a government hospital.

Susunan Komposisi Direksi

Per 31 Desember 2021, Direksi terdiri dari 8 (delapan) orang sesuai dengan surat pengangkatan dan pembagian tugas masing-masing anggota, yaitu:

Composition of the Board of Directors

As of December 31, 2021, the Board of Directors consists of 8 (eight) members in accordance with the letter of appointment and division of duties of each member, namely:

Nama / Name	Jabatan / Position	Masa Jabatan / Tenure	Dasar Pengangkatan / Basis of Appointment	Keterangan / Description
Wiwik Widayanti	Direktur Utama / President Director	16 April 2018 sampai dengan 17 Maret 2021 / April 16, 2018 until March 17, 2021	Risalah Sirkuler Keputusan Pemegang Saham KAI Commuter Tentang Pengangkatan Direktur Utama Perseroan Nomor PT KAI (Persero) KP.303/IV/1/KA-2018 dan Nomor Yayasan Puskas 04/RIS-PT KCI/IV/2018 tanggal 16 April 2018 / Circular Decree of the Shareholders of KAI Commuter Regarding the Appointment of the Company's President Director Number PT KAI (Persero) KP.303/IV/1/KA-2018 and Yayasan Pusaka Number 04/RIS-PT KCI/IV/2018 dated April 16, 2018	Periode 1 Januari 2021 sampai dengan 17 Maret 2021 / Period of January 1, 2021 to March 17, 2021
Mukti Jauhari	PLT Direktur Utama / Act. President Director	17 Maret 2021 sampai dengan 27 Juni 2021 / March 17, 2021 until June 27, 2021	Keputusan Sirkuler Pemegang Saham KAI Commuter Di Luar Rapat Umum Pemegang Saham Luar Biasa Tentang Pemberhentian Anggota Direksi dan Dewan Komisaris Serta Pengangkatan Pelaksana Tugas Anggota Direksi dan Dewan Komisaris Perseroan Nomor PT KAI (Persero) KP.303/III/3/KA-2021 dan Nomor Yayasan Pusaka 04/RIS-KCI/III/2021 tanggal 17 Maret 2021 / Circular Decree of Shareholders of KAI Commuter Outside the Extraordinary General Meeting of Shareholders Regarding the Dismissal of Members of the Board of Directors and Board of Commissioners and Appointment of Acting Members of the Board of Directors and Board of Commissioners of the Company Number PT KAI (Persero) KP.303/III/3/KA-2021 and Yayasan Pusaka Number 04/RIS-KCI/III/2021 dated March 17, 2021	Periode 17 Maret 2021 sampai dengan 27 Juni 2021 / Period of March 17, 2021 to June 27, 2021

Nama / Name	Jabatan / Position	Masa Jabatan / Tenure	Dasar Pengangkatan / Basis of Appointment	Keterangan / Description
Roppiq Lutzfi Azhar	PLT Direktur Utama / Act. President Director	28 Juni 2021 sampai dengan 17 September 2021 / June 28, 2021 until September 17, 2021	Keputusan Dewan Komisaris KAI Commuter Nomor SK.007/KOM/KCI/VI/2021 tanggal 28 Juni 2021 tentang Penunjukan Direktur Untuk Mengisi jabatan Direktur Yang Lowong / Decree of the Board of Commissioners of KAI Commuter Number SK.007/KOM/KCI/VI/2021 dated 28 June 2021 concerning Appointment of Directors to Fill Vacant Director positions	Periode 28 Juni 2021 sampai dengan 17 September 2021 / Period of June 28, 2021 to September 17, 2021
Roppiq Lutzfi Azhar	PLT Direktur Utama / Act. President Director	17 September 2021 sampai dengan Periode Tahun Buku 2021 dan berlanjut di Tahun Buku 2022 / September 17, 2021 until the 2021 Fiscal Year and the 2022 Fiscal Year	Keputusan Sirkuler Pemegang Saham KAI Commuter di Luar Rapat Umum Pemegang Saham Luar Biasa Tentang Pemberhentian dan Pengangkatan Anggota Direksi dan Pelaksana Tugas Anggota Direksi Nomor PT KAI (Persero) KP.303/IX/2/KA-2021 dan Nomor Yayasan Pusaka 06/RIS-KCI/IX/2021 tanggal 17 September 2021 / Circular Decree of the Shareholders of KAI Commuter Outside the Extraordinary General Meeting of Shareholders Concerning the Dismissal and Appointment of Members of the Board of Directors and Acting Members of the Board of Directors Number PT KAI (Persero) KP.303/IX/2/KA-2021 and Heritage Foundation Number 06/RIS-KCI/IX/2021 dated September 17, 2021	Periode 17 September 2021 sampai dengan 31 Desember 2021 / Period of September 17, 2021 to December 31, 2021
Wawan Ariyanto	Direktur Operasi dan Pemasaran / Director of Operations and Marketing	28 Desember 2020 sampai dengan Periode Tahun Buku 2021 dan berlanjut di Tahun Buku 2022 / December 28, 2020 until the 2021 Fiscal Year and the 2022 Fiscal Year	Keputusan Sirkuler Pemegang Saham KAI Commuter Di Luar Rapat Umum Pemegang Saham Luar Biasa Tentang Pengangkatan Anggota Dewan Komisaris dan Direksi Perseroan Nomor PT KAI (Persero) KP.303/XII/14/KA-2020 dan Nomor Yayasan Pusaka 08/RIS-KCI/XII/2020 tanggal 28 Desember 2020 / Circular Decree of the Shareholders of KAI Commuter Outside the Extraordinary General Meeting of Shareholders Regarding the Appointment of Members of the Board of Commissioners and Directors of the Company Number PT KAI (Persero) KP.303/XII/14/KA-2020 and Yayasan Pusaka Number 08/RIS-KCI/XII /2020 December 28, 2020	Periode 01 Januari 2021 sampai dengan 31 Desember 2021 / Period of January 01, 2021 to December 31, 2021
M. Widodo	Direktur Keuangan / Director of Finance	28 Desember 2020 sampai dengan tanggal 17 Maret 2021 / December 28, 2020 until March 17, 2021	Keputusan Sirkuler Pemegang Saham KAI Commuter Di Luar Rapat Umum Pemegang Saham Luar Biasa Tentang Pengangkatan Anggota Dewan Komisaris dan Direksi Perseroan Nomor PT KAI (Persero) KP.303/XII/14/KA-2020 dan Nomor Yayasan Pusaka 08/RIS-KCI/XII/2020 tanggal 28 Desember 2020 / Circular Decree of the Shareholders of KAI Commuter Outside the Extraordinary General Meeting of Shareholders Regarding the Appointment of Members of the Board of Commissioners and Directors of the Company Number PT KAI (Persero) KP.303/XII/14/KA-2020 and Yayasan Pusaka Number 08/RIS-KCI/XII /2020 December 28, 2020	Periode 01 Januari 2021 sampai dengan 17 Maret 2021 / Period of January 01, 2021 to March 17, 2021

Nama / Name	Jabatan / Position	Masa Jabatan / Tenure	Dasar Pengangkatan / Basis of Appointment	Keterangan / Description
Adang Sujana	PLT Direktur Keuangan / Act. Director of Finance	17 Maret 2021 sampai dengan Periode Tahun Buku 2021 dan berlanjut di Tahun Buku 2022 / March 17, 2021 until the 2021 Fiscal Year and the 2022 Fiscal Year	Keputusan Sirkuler Pemegang Saham KAI Commuter di Luar Rapat Umum Pemegang Saham Luar Biasa Tentang Pemberhentian Anggota Direksi dan Dewan Komisaris serta Pengangkatan Pelaksana Tugas Anggota Direksi dan Dewan Komisaris Perseroan Nomor PT KAI (Persero) KP.303/III/3/KA-2021 Yayasan Pusaka 04/RIS-KCI/III/2021 tanggal 17 Maret 2021 / Circular Decree of Shareholders of KAI Commuter Outside the Extraordinary General Meeting of Shareholders Concerning the Dismissal of Members of the Board of Directors and Board of Commissioners and Appointment of Acting Members of the Board of Directors and Board of Commissioners of the Company Number PT KAI (Persero) KP.303/III/3/KA-2021 Yayasan Pusaka 04/RIS-KCI/III/2021 dated March 17, 2021	Periode 17 Maret 2021 sampai dengan 31 Desember 2021 / Period of March 17, 2021 to December 31, 2021
Roppiq Lutzfi Azhar	Direktur Teknik / Technical Director	28 Desember 2020 sampai dengan 17 September 2021 / December 28, 2020 until September 17, 2021	Keputusan Sirkuler Pemegang Saham KAI Commuter di Luar Rapat Umum Pemegang Saham Luar Biasa Tentang Pengangkatan Anggota Dewan Komisaris dan Direksi Perseroan Nomor PT KAI (Persero) KP.303/XII/14/KA-2020 dan Nomor Yayasan Pusaka 08/RIS-KCI/XII/2020 tanggal 28 Desember 2020 / Circular Decree of the Shareholders of KAI Commuter Outside the Extraordinary General Meeting of Shareholders Regarding the Appointment of Members of the Board of Commissioners and Directors of the Company Number PT KAI (Persero) KP.303/XII/14/KA-2020 and Yayasan Pusaka Number 08/RIS-KCI/XII /2020 December 28, 2020	Periode 01 Januari 2021 sampai dengan 17 September 2021 / Period of January 01, 2021 to September 17, 2021
Denny Haryanto	PLT Direktur Teknik / Act. Technical Director	17 September 2021 sampai dengan Periode Tahun Buku 2021 dan berlanjut di Tahun Buku 2022 / December 17, 2021 until the 2021 Fiscal Year and the 2022 Fiscal Year	Keputusan Sirkuler Pemegang Saham KAI Commuter di Luar Rapat Umum Pemegang Saham Luar Biasa Tentang Pemberhentian dan Pengangkatan Anggota Direksi dan Pelaksana Tugas Anggota Direksi Nomor PT KAI (Persero) KP.303/IX/2/KA-2021 dan Nomor Yayasan Pusaka 06/RIS-KCI/IX/2021 tanggal 17 September 2021 / Circular Decree of the Shareholders of KAI Commuter Outside the Extraordinary General Meeting of Shareholders Concerning the Dismissal and Appointment of Members of the Board of Directors and Acting Members of the Board of Directors Number PT KAI (Persero) KP.303/IX/2/KA-2021 and Yayasan Pusaka Number 06/RIS-KCI/IX/2021 dated September 17, 2021	Periode 17 September 2021 sampai dengan 31 Desember 2021 / Period of September 17, 2021 to December 31, 2021

Pedoman dan Tata Tertib Direksi (*Board Manual*)

Dalam rangka menjalankan tugas sebagai Direksi Perseroan, maka Direksi mengacu pada Pedoman Kerja Dewan Komisaris dan Direksi (*Board Manual*). *Board Manual* merupakan wujud komitmen Perseroan dalam mengimplementasikan *Good Corporate Governance* (GCG) guna mencapai visi dan menjalankan misi yang telah ditetapkan secara konsisten dan dengan sebaik-baiknya.

Terkait Direksi, hal-hal yang diatur dalam *Board Manual* sebagai berikut:

1. Tugas Direksi
2. Kewajiban Direksi
3. Wewenang Direksi
4. Tanggung Jawab Direksi
5. Etika Jabatan Direksi
6. Independensi (Kemandirian) Direksi
7. Rapat Direksi
8. Hubungan Direksi dengan RUPS
9. Hubungan Direksi dengan Komisaris
10. Organ Pendukung Direksi
11. Persyaratan dan Komposisi Direksi
12. Pengangkatan dan Masa Jabatan Direksi
13. Perangkapan Jabatan Direksi
14. Berakhirnya Jabatan Anggota Direksi
15. Pemberhentian Sementara Direksi
16. Pengunduran Diri Jabatan Direksi
17. Keadaan Direksi Lowong
18. Program Pengenalan
19. Evaluasi Kinerja Direksi
20. Program Peningkatan Kapabilitas Direksi

Board of Directors Guidelines and Rules (*Board Manual*)

In order to carry out their duties as the Board of Directors of the Company, the Board of Directors refers to the Work Guidelines for the Board of Commissioners and the Board of Directors (*Board Manual*). The *Board Manual* is a manifestation of the Company's commitment to implementing *Good Corporate Governance* (GCG) in order to achieve the vision and carry out the mission that has been set consistently and as well as possible.

Regarding the Board of Directors, the matters regulated in the *Board Manual* are as follows:

1. Duties of the Board of Directors
2. Responsibilities of the Board of Directors
3. Authority of the Board of Directors
4. Responsibilities of the Board of Directors
5. Ethics of the Board of Directors
6. Independency (Independence) of the Board of Directors
7. Board of Directors Meeting
8. Relationship between the Board of Directors and the GMS
9. Relationship between Directors and Commissioners
10. Supporting Organs of the Board of Directors
11. Requirements and Composition of the Board of Directors
12. Appointment and Term of Office of the Board of Directors
13. Duties of the Board of Directors
14. Termination of the Position of a Member of the Board of Directors
15. Temporary Dismissal of Directors
16. Resignation of the Board of Directors
17. The state of the Board of Directors is vacant
18. Introductory Program
19. Board of Directors Performance Evaluation
20. Board of Directors Capability Improvement Program

TUGAS, TANGGUNG JAWAB, DAN WEWENANG DIREKSI

Tugas Direksi

Adapun tugas-tugas Direksi antara lain:

1. Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan, serta mewakili Perseroan baik di dalam maupun di luar pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar Perseroan dan/atau Keputusan RUPS.
2. Direksi bertanggung jawab atas tugas dan fungsi untuk melakukan pengurusan dan pengelolaan Perseroan. Dalam hal pembagian tugas dan fungsi Direksi tidak ditentukan oleh RUPS, maka pembagian tugas dan fungsi Direksi diatur dalam Rapat Direksi. Setiap anggota Direksi oleh karenanya bertanggung jawab atas pelaksanaan tugas dan fungsinya tersebut masing-masing.
3. Dalam melaksanakan tugasnya, Direksi berwenang untuk menjalankan pengurusan sesuai dengan kebijakan yang dipandang tepat, dalam batas yang ditentukan UUPT dan/ atau Anggaran Dasar Perseroan. Ketentuan dalam UUPT tersebut mengandung konsep *fiduciary duty*. *Fiduciary duty* adalah suatu doktrin yang menunjukkan jalinan hubungan yang terjadi antara Direksi dengan Perseroan, yaitu suatu kewajiban atas dasar itikad yang sebaik-baiknya, kepercayaan, keyakinan dan kejujuran yang dimiliki oleh penerima kepercayaan untuk kepentingan pemberi kepercayaan, dan dapat dikatakan pula yaitu suatu kewajiban untuk bertindak dengan tingkat kejujuran dan loyalitas yang setinggi-tingginya terhadap Perseroan untuk kepentingan terbaik Perseroan.

DUTIES, RESPONSIBILITIES AND AUTHORITIES OF THE BOARD OF DIRECTORS

Duties of the Board of Directors

The duties of the Board of Directors include:

1. The Board of Directors is assigned to carry out all actions related to the management of the Company for the benefit of the Company and in accordance with the purposes and objectives of the Company, as well as representing the Company both inside and outside the court on all matters and all events with restrictions as stipulated in the laws and regulations, Articles of Association, Company Principles and/or GMS Resolutions.
2. The Board of Directors is responsible for the duties and functions to carry out the management and management of the Company. In the event that the division of duties and functions of the Board of Directors is not determined by the GMS, the division of tasks and functions of the Board of Directors shall be regulated in the Meeting of the Board of Directors. Each member of the Board of Directors is therefore responsible responsible for the implementation of their respective duties and functions.
3. In carrying out their duties, the Board of Directors is authorized to carry out management in accordance with policies deemed appropriate, within the limits determined by the Company Law and/or the Company's Articles of Association. The provisions in the Company Law contain the concept of fiduciary duty . Fiduciary duty is a doctrine that shows the relationship between the Board of Directors and the Company, which is an obligation based on the best possible faith, trust, confidence and honesty owned by the trustee for the benefit of the trustee, and it can also be said that an obligation to act with the highest level of honesty and loyalty to the Company for the best interests of the Company.

Tanggung Jawab Direksi

Dalam melaksanakan tugasnya, anggota Direksi harus mematuhi Anggaran Dasar Perseroan dan peraturan perundang-undangan serta wajib melaksanakan prinsip-prinsip GCG seperti profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban serta kewajaran. Setiap anggota Direksi wajib memiliki itikad baik dan penuh tanggung jawab dalam menjalankan tugasnya untuk kepentingan dan usaha Perseroan dengan memperhatikan perundang-undangan yang berlaku.

Tanggung Jawab Pribadi

Seorang Direktur dapat bertanggung jawab secara pribadi apabila:

1. Direktur tersebut telah lalai dan menyebabkan Perseroan rugi sebagai akibat dari kelalaiannya tersebut;
2. Direktur melakukan tindakan yang mengandung benturan kepentingan dan merugikan Perseroan; dan
3. Anggota Direksi bertindak di luar kewenangannya sebagaimana ditentukan dalam UUPT dan Anggaran Dasar Perseroan.

Tanggung Jawab Dengan Direksi Lain

Setiap anggota Direksi secara bersamaan memiliki tanggung jawab apabila terdapat kondisi-kondisi di bawah ini:

1. Kepailitan di mana kepailitan terjadi karena kesalahan atau kelalaian Direksi dan harta pailit tidak cukup untuk membayar seluruh kewajiban Perseroan dalam kepailitan tersebut;
2. Pembelian kembali saham yang melampaui batas ketentuan UUPT, yaitu pembelian kembali yang menyebabkan kekayaan bersih Perseroan menjadi lebih kecil dari jumlah modal ditempatkan ditambahkan cadangan wajib;
3. Setiap pernyataan yang keliru atau informasi yang menyesatkan dalam laporan tahunan Perseroan;

Responsibilities of the Board of Directors

In carrying out their duties, members of the Board of Directors must comply with the Company's Articles of Association and laws and regulations and must implement GCG principles such as professionalism, efficiency, transparency, independence, accountability, responsibility and fairness. Each member of the Board of Directors must have good faith and be full of responsibility in carrying out their duties for the interests and business of the Company with due observance of the applicable laws and regulations.

Personal Responsibility

A Director may be personally liable if:

1. The Director has been negligent and caused the Company a loss as a result of his negligence;
2. The Director takes actions that contain a conflict of interest and are detrimental to the Company; and
3. Members of the Board of Directors act outside their authority as stipulated in the Company Law and the Company's Articles of Association.

Responsibilities With Other Directors

Each member of the Board of Directors is simultaneously responsible for the following conditions:

1. Bankruptcy where the bankruptcy occurs due to the fault or negligence of the Board of Directors and the assets of the bankrupt are not sufficient to pay all of the Company's obligations in the bankruptcy;
2. Share repurchase that exceeds the limit of the Limited Liability Company Law, namely repurchase which causes the net worth of the Company to be smaller than the total issued capital plus mandatory reserves;
3. Any false statement or misleading information in the Company's annual report;

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| <ol style="list-style-type: none"> 4. Setiap pernyataan yang tidak benar mengenai fakta material atau tidak mengungkapkan fakta yang material agar pernyataan yang dibuat menyesatkan mengenai keadaan Perseroan yang terjadi pada saat pernyataan dibuat; 5. Pelaksanaan Pendayagunaan Aktiva Tetap untuk kepentingan Perseroan, serta menjamin pendayagunaan tersebut agar bebas dari tekanan, paksaan dan campur tangan dari pihak lain, antara lain dengan cara mengevaluasi perjanjian Pendayagunaan Aktiva tetap yang dianggap merugikan atau belum memberikan keuntungan yang optimal bagi Perseroan tersebut tidak dilakukan; 6. Tindakan yang dilakukan oleh anggota Direksi di luar yang diputuskan oleh Rapat Direksi menjadi tanggung jawab pribadi yang bersangkutan sampai dengan Tindakan dimaksud disetujui oleh Rapat Direksi. | <ol style="list-style-type: none"> 4. Any statements that are not true regarding material facts or do not disclose material facts so that the statements made are misleading regarding the condition of the Company that occurred at the time the statement was made; 5. Implementing the Utilization of Fixed Assets for the benefit of the Company, as well as ensuring that the utilization is free from pressure, coercion and interference from other parties, among others by evaluating the fixed Asset Utilization agreement which is considered detrimental or has not provided optimal benefits for the Company, is not carried out; 6. Actions taken by members of the Board of Directors other than those decided by the Meeting of the Board of Directors are the personal responsibility of the person concerned until the said action is approved by the Meeting of the Board of Directors. |
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Wewenang Direksi

Dalam melaksanakan tugas dan kewajibannya, sesuai dengan ketentuan Anggaran Dasar Direksi memiliki wewenang untuk:

1. Menetapkan kebijakan kepengurusan Perseroan;
2. Mengatur penyerahan kekuasaan Direksi untuk mewakili Perseroan dan untuk mengambil keputusan atas nama Direksi, baik di dalam dan di luar pengadilan kepada seorang atau beberapa orang anggota Direksi yang khusus ditunjuk untuk itu atau kepada seorang atau beberapa orang pegawai Perseroan baik sendiri maupun bersama-sama atau kepada orang lain;
3. Mengatur ketentuan-ketentuan tentang kepegawaian Perseroan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pegawai Perseroan berdasarkan peraturan perundang-undangan yang berlaku dan keputusan RUPS;
4. Mengangkat dan memberhentikan pegawai Perseroan berdasarkan peraturan Perseroan dan peraturan perundang-undangan yang berlaku;
5. Mengangkat Sekretaris Perseroan;

Authority of the Board of Directors

In carrying out its duties and obligations, in accordance with the provisions of the Articles of Association, the Board of Directors has the authority to:

1. Determine the management policy of the Company;
2. Regulate the transfer of power of the Board of Directors to represent the Company and to make decisions on behalf of the Board of Directors, both inside and outside the court to one or several members of the Board of Directors specifically appointed for that purpose or to one or several employees of the Company either individually or jointly or to others;
3. Regulate provisions regarding the Company's staffing including the determination of salaries, pensions or old-age benefits and other income for the Company's employees based on the prevailing laws and regulations and the resolutions of the GMS;
4. Appoint and dismiss the Company's employees based on the Company's regulations and applicable laws and regulations;
5. Appoint the Corporate Secretary;

6. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan Perseroan, mengikat Perseroan dengan pihak lain dan/atau pihak lain dengan Perseroan, serta mewakili Perseroan di dalam dan di luar pengadilan tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar Perseroan dan/atau Keputusan RUPS.

6. Take all other actions and actions regarding the management and ownership of the Company's assets, bind the Company with other parties and/or other parties with the Company, and represent the Company inside and outside the court regarding all matters and all events, with restrictions as stipulated in the regulations legislation, the Company's Articles of Association and/or GMS Resolutions

Pembagian Tugas Direksi

Division of Duties of the Board of Directors

Nama / Name	Jabatan / Position	Tugas dan Tanggung Jawab / Duties and Responsibilities	Periode / Period
Wiwik Widayanti	Direktur Utama / President Director	a. Koordinasi fungsi-fungsi direktorat untuk hal-hal yang terkait dengan penetapan kebijakan dan strategi, pengendalian modal dan alokasi sumber daya, pengendalian risiko serta hubungan dengan pihak luar; / Coordination of the functions of the directorate for matters related to the determination of policies and strategies, capital control and resource allocation, risk control and relations with external parties;	1 Januari s.d. 17 Maret 2021 / January 1 to March 17, 2021
Mukti Jauhari	PLT Direktur Utama / Act. President Director	b. Penetapan arah, kebijakan, strategi dan rencana strategis serta pendengalian pengelolaan bisnis utama/inti Perusahaan dan bisnis pendukung Perusahaan; / Determination of directions, policies, strategies and strategic plans as well as supervision of the management of the Company's main/core business and the Company's supporting businesses;	17 Maret s.d. 27 Juni 2021 / March 17 to June 27, 2021
Roppiq Lutzfi Azhar	PLT Direktur Utama / Act. President Director	c. Pengendalian dan koordinasi (secara langsung) penyelenggaraan fungsi Organisasi <i>Corporate Secretary</i> , GRC dan Legal, Internal Audit, Logistic, Strategic Planning, Testing Committee, dan Internal Consultant; / Control and coordination (directly) the implementation of the functions of the Corporate Secretary Organization, GRC and Legal, Internal Audit, Logistics, Strategic Planning, Testing Committee, and Internal Consultant;	28 Juni s.d. 17 September 2021 / June 28 to September 17, 2021
Roppiq Lutzfi Azhar	PLT Direktur Utama / Act. President Director	d. Tercapainya integrasi dan sinergi kebijakan serta penggunaan sumber daya untuk mencapai sasaran Perusahaan; / Achievement of integration and synergy of policies as well as the use of resources to achieve the Company's goals;	17 September s.d. 31 Desember 2021 / September 17, December 17, 2021
		e. Terlaksananya rencana dan kebijakan yang telah dirumuskan oleh Direksi; dan / Implementation of plans and policies that have been formulated by the Board of Directors; and	
		f. Perumusan strategi bisnis yang dilakukan bersama dengan pemangku jabatan kunci, penetapan, dan pengendalian implementasinya. / Formulation of business strategy carried out together with key position holders, determination, and control of its implementation.	

Nama / Name	Jabatan / Position	Tugas dan Tanggung Jawab / Duties and Responsibilities	Periode / Period
Wawan Ariyanto	Direktur Operasi dan Pemasaran / Director of Operations and Marketing	a. Merencanakan dan mengarahkan program/kebijakan pengelolaan keamanan dan keselamatan operasional kereta; / Planning and directing the program/policy for the management of train operational security and safety; b. Merencanakan dan mengarahkan program/kebijakan pengelolaan operasi dan monitoring perjalanan kereta; / Planning and directing the program/policy for the management of train travel and monitoring operations; c. Merencanakan dan mengarahkan program/kebijakan pengelolaan pemasaran dan pengembangan usaha; / Planning and directing marketing management and business development programs/policies; d. Merencanakan dan mengarahkan program/kebijakan pengelolaan pelayanan pelanggan dan fasilitas pelayanan; dan / Plan and direct the program/policy of customer service management and service facilities; and e. Merencanakan dan mengarahkan program/kebijakan pengelolaan Kereta Api Lokal; / Planning and directing the program/policy for the management of Local Railways;	1 Januari s.d. 31 Desember 2021 / January 1 to December 31, 2021
M. Widodo	Direktur Keuangan / Director of Finance	a. Merencanakan dan mengarahkan program/kebijakan keuangan dan pengelolaan dana meliputi tata laksana perbendaharaan, evaluasi pembayaran internal dan eksternal Perusahaan, mengendalikan dan mendistribusikan dana, mendayagunakan kas Perusahaan dan mengupayakan sumber-sumber pendanaan; / Planning and directing financial and fund management programs/policies covering treasury management, evaluating the Company's internal and external payments, controlling and distributing funds, utilizing the Company's cash and seeking funding sources;	1 Januari s.d. 17 Maret 2021 / January 1 to March 17, 2021
Adang Sujana	PLT Direktur Keuangan / Act. Director of Finance	a. Merencanakan dan mengarahkan program/kebijakan pengelolaan keuangan dan pengelolaan dana meliputi tata laksana perbendaharaan, evaluasi pembayaran internal dan eksternal Perusahaan, mengendalikan dan mendistribusikan dana, mendayagunakan kas Perusahaan dan mengupayakan sumber-sumber pendanaan; / Planning and directing financial and fund management programs/policies covering treasury management, evaluating the Company's internal and external payments, controlling and distributing funds, utilizing the Company's cash and seeking funding sources; b. Merencanakan dan mengarahkan program/kebijakan akuntansi meliputi pelaksanaan, pengendalian dan evaluasi laporan keuangan, laporan laba rugi Perusahaan, laba rugi fiskal, system dan peraturan akuntansi dan laporan manajemen serta perhitungan biaya operasi penyelenggaraan angkutan kereta; / Planning and directing accounting programs/policies covering the implementation, control and evaluation of financial statements, company profit and loss statements, fiscal profit and loss, accounting systems and regulations and management reports as well as calculation of operating costs for the operation of rail transportation; c. Merencanakan dan mengarahkan program/kebijakan anggaran meliputi penyusunan Rencana Kerja dan Anggaran Perusahaan, mengevaluasi otorisasi dan pelaksanaan anggaran serta mengendalikan anggaran Perusahaan; / Planning and directing budget programs/policies covering the preparation of the Company's Work Plan and Budget, evaluating the authorization and implementation of the budget and controlling the Company's budget; d. Merencanakan dan mengarahkan program/kebijakan perhitungan, pengurusan, evaluasi, dan pelaporan pajak; / Planning and directing programs/policies for calculating, managing, evaluating, and reporting taxes;	17 Maret s.d. 31 Desember 2021 / March 17 to December 31, 2021

Nama / Name	Jabatan / Position	Tugas dan Tanggung Jawab / Duties and Responsibilities	Periode / Period
		<p>e. Merencanakan dan mengarahkan program/kebijakan strategi SDM meliputi perencanaan dan pengembangan organisasi, rekrutmen dan pengembangan SDM, pelayanan dan remunerasi, dan layanan Kesehatan bagi pegawai dan penumpang; dan / Planning and directing HC strategy programs/policies covering organizational planning and development, HC recruitment and development, services and remuneration, and health services for employees and passengers; and</p> <p>f. Merencanakan dan mengarahkan program/kebijakan strategi pengelolaan <i>Public Service Obligation</i> (PSO) dan <i>Track Access Charge</i> (TAC). / Planning and directing strategic programs/policies for managing Public Service Obligations (PSO) and Track Access Charges (TAC).</p>	
Roppiq Lutzfi Azhar	Direktur Teknik / Technical Director	g. Merencanakan dan mengarahkan program/kebijakan pengelolaan pemeliharaan sarana dan <i>quality control</i> , serta menjamin kehandalan operasional sarana; / Planning and directing the program/policy for the management of facilities maintenance and quality control, as well as ensuring the operational reliability of the facilities;	1 Januari s.d. 17 September 2021 / January 1 to September 17, 2021
Denny Haryanto	PLT Direktur Teknik / Act. Technical Director	<p>h. Merencanakan dan mengarahkan program/kebijakan pengelolaan prasarana, meliputi prasarana sipil dan prasarana mekanikal elektrik; / Planning and directing infrastructure management programs/policies, including civil infrastructure and mechanical and electrical infrastructure;</p> <p>i. Merencanakan dan mengarahkan program/kebijakan pengelolaan teknologi informasi/IT yang mendukung pelayanan pelanggan dan kebutuhan internal Perusahaan; dan / Planning and directing information technology/IT management programs/policies that support customer service and the Company's internal needs; and</p> <p>j. Merencanakan dan mengarahkan program/kebijakan pengelolaan tenaga perawatan sarana dan tenaga perawatan prasarana, dan tenaga perawatan perangkat IT. / Planning and directing programs/policies for the management of facilities and infrastructure maintenance personnel, and IT equipment maintenance personnel.</p>	17 September s.d. 31 Desember 2021 / September 17 - December 31, 2021

Independensi Direksi

Board of Directors Independence

Pernyataan Independensi / Independence Statement	Roppiq Lutzfi Azhar	Wawan Ariyanto	Adang Sujana	Denny Haryanto
Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non asuransi, jasa penilai dan/atau jasa konsultasi lain kepada KAI Commuter dalam waktu 6 (enam) bulan terakhir; / Not a member of a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or other party providing insurance services, non-insurance services, appraisal services and/or other consulting services to KAI Commuter within 6 (six) last month;	✓	✓	✓	✓
Tidak mempunyai saham langsung maupun tidak langsung di KAI Commuter; / Has no direct or indirect shares in KAI Commuter;	✓	✓	✓	✓
Keluarga tidak mempunyai saham langsung maupun tidak langsung di KAI Commuter; / Families has no direct or indirect shares in KAI Commuter;	✓	✓	✓	✓

Pernyataan Independensi / Independence Statement	Roppiq Lutzfi Azhar	Wawan Ariyanto	Adang Sujana	Denny Haryanto
Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham KAI Commuter; / Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or Shareholders of KAI Commuter;	✓	✓	✓	✓
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha KAI Commuter; / Has no direct or indirect relationship related to the business activities of KAI Commuter;	✓	✓	✓	✓
Tidak menjabat sebagai pengurus partai politik dan/atau calon/ anggota legislatif dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah; / Not serving as an administrator of a political party and/or a candidate/ member of the legislature and/or a candidate or serving as the head/deputy head of a regional government;	✓	✓	✓	✓
Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di KAI Commuter. / Not holding other positions that may cause a conflict of interest related to positions at KAI Commuter.	✓	✓	✓	✓

Program Orientasi Direksi

Anggota Direksi yang baru diangkat, wajib diberikan Program Pengenalan mengenai kondisi Perseroan agar dapat memahami tugas dan tanggung jawab sebagai Anggota Direksi, proses bisnis Perseroan, serta dapat bekerja selaras dengan organ Perseroan lainnya. Penyelenggaraan program pengenalan tersebut merupakan tanggung jawab Sekretaris Perusahaan. Program Pengenalan bagi anggota Direksi yang baru diangkat sekurang-kurangnya mencakup:

1. Pelaksanaan prinsip-prinsip *Good Corporate Governance* di Perseroan.
2. Keterangan mengenai tugas, tanggung jawab dan kewenangan Direksi berdasarkan peraturan-peraturan yang berlaku.
3. Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko, pengendalian internal dan masalah-masalah strategis lainnya.

Board of Directors Orientation Program

Newly appointed members of the Board of Directors must be given an Introduction Program regarding the condition of the Company in order to understand the duties and responsibilities as a member of the Board of Directors, the Company's business processes, and be able to work in harmony with other Company organs. The implementation of the introduction program is the responsibility of the Corporate Secretary. The Introduction Program for newly appointed members of the Board of Directors shall at least include:

1. Implementation of the principles of Good Corporate Governance in the Company.
2. Information regarding the duties, responsibilities and authorities of the Board of Directors based on the applicable regulations.
3. An overview of the Company relating to the objectives, nature and scope of activities, financial and operating performance, strategies, short-term and long-term business plans, competitive position, risks, internal control and other strategic issues.

4. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal di Perseroan.
 5. Keterangan mengenai kewajiban, tugas, tanggung jawab dan hak-hak Direksi dan Dewan Komisaris.
 6. Pemahaman terkait dengan prinsip etika dan norma yang berlaku di lingkungan Perseroan serta masyarakat setempat.
 7. *Team Building*. Dalam kegiatan ini menyertakan Direksi, baik yang baru menjabat maupun yang pernah menjabat sebelumnya.
4. Information relating to delegated authority, internal and external audits, internal control systems and policies in the Company.
 5. Information regarding the obligations, duties, responsibilities and rights of the Board of Directors and the Board of Commissioners.
 6. Understanding related to ethical principles and norms that apply within the Company and the local community.
 7. *Team Building*. This activity includes the Board of Directors, both new and previously served.

Program pengenalan dapat berupa presentasi, pertemuan, kunjungan ke kantor cabang (apabila ada), ke fasilitas Perseroan, pengkajian dokumen Perseroan atau program lainnya yang dianggap sesuai dengan kebutuhan.

The introduction program can be in the form of presentations, meetings, visits to branch offices (if any), to Company facilities, reviewing Company documents or other programs deemed appropriate to the needs.

Pada tahun 2021 dilakukan program pengenalan Direksi kepada Pegawai KAI Commuter yang dilaksanakan 1 April 2021.

In 2021, a program for introducing the Board of Directors to KAI Commuter employees was held on April 1, 2021

Penilaian atas Kinerja Komite di bawah Direksi

Perseroan tidak memiliki Komite yang berada di bawah Direksi. Pelaksanaan tugas dan tanggung jawab Direksi didukung oleh Unit Kerja yang dipimpin oleh *Vice President/Manager* serta Organ Fungsional Lainnya.

Performance Assessment of Committees under the Board of Directors

The Company does not have a Committee under the Board of Directors. The implementation of the duties and responsibilities of the Board of Directors is supported by a Work Unit led by the Vice President / Manager and Other Functional Organs.

Kebijakan Assessment Dewan Komisaris

Dalam Anggaran Dasar Perseroan Pasal 15 ayat 2 b. 13 di mana Dewan Komisaris berkewajiban untuk memberikan Laporan tentang Tugas Pengawasan yang telah dilakukan selama Tahun Buku yang baru lampau kepada RUPS merupakan dasar penyusunan untuk melakukan *Assessment* dan Evaluasi Kinerja Dewan Komisaris. Adapun target-target *Key Performance Indicator* (KPI) yang dilengkapi dengan parameter, formula, pembobotan serta target kuantitatifnya sebagai acuan dalam memenuhi pelaksanaan Asesmen dan Evaluasi tersebut.

Board of Commissioners Assessment Policy

In accordance with the Articles of Association of the Company Article 15 paragraph 2 b. 13, the Board of Commissioners is obliged to provide a Report on the Supervisory Duties that have been carried out during the last Financial Year to the GMS which is the basis for the preparation to conduct an Assessment and Evaluation of the Performance of the Board of Commissioners. The Key Performance targets Indicator (KPI) equipped with parameters, formulas, weighting and quantitative targets as a reference in fulfilling the implementation of the Assessment and Evaluation.

Terdapat 4 aspek dalam KPI Dewan Komisaris, di antaranya:

1. Aspek Perencanaan, parameternya di antaranya perencanaan RKAP dan penetapan target korporat oleh Komisaris.
2. Aspek pengawasan dan nasihat, diukur melalui kepatuhan terhadap jadwal, kehadiran dalam rapat rapat Komisaris di Perseroan, rapat bersama Direksi maupun RUPS serta tindak lanjut hasil rapat tersebut dan kesesuaian dengan *output* yang diharapkan. Kualitas tanggapan maupun rekomendasi Komisaris dalam bentuk RKAP, Laporan Tahunan maupun Analisis Kinerja Triwulan.
3. Aspek Pelaporan: Laporan Pengawasan Dewan Komisaris.
4. Aspek Dinamis: Pengusulan eksternal audit, tindak lanjut penyelesaian masalah Perseroan, pembagian tugas Dewan Komisaris dan lain-lain.

Penilaian Kinerja Dewan Komisaris dilakukan setiap tahunnya yang kemudian disampaikan dalam RUPS dan pihak yang melakukan penilaian kinerja Dewan Komisaris dilakukan secara *self-assessment* kolegiat berdasarkan indikator kinerja yang ditetapkan.

Realisasi pencapaian *indicator* kinerja Dewan Komisaris tahun 2021 adalah sebagai berikut:

There are 4 aspects in the KPI of the Board of Commissioners, including:

1. Planning aspect, the parameters of which are RKAP planning and the determination of corporate targets by the Commissioner.
2. Aspects of supervision and advice, measured through compliance with the schedule, attendance at meetings of the Board of Commissioners in the Company, joint meetings of the Board of Directors and GMS as well as follow-up to the results of these meetings and conformity with the expected output . The quality of the Board of Commissioners' responses and recommendations in the form of RKAP, Annual Report and Quarterly Performance Analysis.
3. Reporting Aspect: Supervisory Report of the Board of Commissioners.
4. Dynamic Aspects: Proposing external audits, follow-up to the resolution of the Company's problems, division of tasks for the Board of Commissioners and others.

Performance assessment of the Board of Commissioners is carried out annually which is then submitted to the GMS and the party who evaluates the performance of the Board of Commissioners is carried out by collegial self-assessment based on the performance indicators set.

The realization of the achievement of the performance indicators of the Board of Commissioners in 2021 is as follows:

No	Aspek / Aspect	Jumlah Parameter / Total Parameters	Bobot / Weight	Realisasi / Realization	Skor / Score	Persentase (%) / Percentage (%)
I Aspek Pengawasan dan Penasihat / Supervision and Advice Aspect						
1	Review/Analisis Kinerja Perusahaan / Company Performance Review/Analysis	7	20	7	20	100%
2	Pengawasan dan Pemberian Nasihat Atas / Supervision and Advice on	10	15	10	15	100%
3	Pemantauan Tindaklanjut Temuan Audit / Audit Finding Follow-up Monitoring	1	5	1	5	100%

No	Aspek / Aspect	Jumlah Parameter / Total Parameters	Bobot / Weight	Realisasi / Realization	Skor / Score	Persentase (%) / Percentage (%)
4	Monitoring Penugasan Pemerintah/KAI Dan Investasi Perusahaan / Monitoring of Government/KAI Assignments and Company Investment	4	5	10	5	100%
5	Rapat / Meeting	2	10	10	10,00	100%
II Aspek Pelaporan / Reporting Aspect						
1	Program Kerja Tahunan (RKA Dekom) / Annual Work Program (RKA of BOC)	1	10	1	10	100%
2	Laporan/Pendapat Saran Kepada RUPS / Report/Opinion Suggestion to GMS	2	10	1	10	100%
3	Laporan Manajemen (Audited) Tahun 2020 / Management Report (Audited) of 2020	1	5	1	5	100%
III Aspek Dinamis Dan Lain-Lain / Dynamic Aspect and Others						
1	Peningkatan Kompetensi / Competency Improvement	2	10	2	10	100%
2	Rekomendasi/Tanggapan Atas Usul Yang Disampaikan Direksi / Recommendations/ Responses to Proposals Submitted by the Board of Directors	1	10	10	10	100%
Total		31	100	53	100	100%

Hasil Assessment GCG Dewan Komisaris

Board of Commissioners' GCG Assessment Results

No	Uraian / Description	Capaian 2021 / 2021 Achievement
1	Dewan Komisaris/Dewan Pengawas melaksanakan program pelatihan/pembelajaran secara berkelanjutan. / The Board of Commissioners/Supervisory Board carries out sustainable training/learning programs.	100.00
2	Dewan Komisaris/Dewan Pengawas melakukan pembagian tugas, wewenang dan tanggung jawab secara jelas serta menetapkan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris/Dewan Pengawas. / The Board of Commissioners/Supervisory Board performs a clear division of duties, authorities and responsibilities as well as determines the factors needed to support the implementation of the duties of the Board of Commissioners/Supervisory Board.	100.00
3	Dewan Komisaris/Dewan Pengawas memberikan persetujuan atas rancangan RJPP dan RKAP yang disampaikan oleh Direksi. / The Board of Commissioners/Supervisory Board approves the draft RJPP and RKAP submitted by the Board of Directors.	85.54
4	Dewan Komisaris/Dewan Pengawas memberikan arahan terhadap Direksi atas implementasi rencana dan kebijakan perusahaan. / The Board of Commissioners/Supervisory Board provides direction to the Board of Directors on the implementation of company plans and policies.	93.69
5	Dewan Komisaris/Dewan Pengawas melaksanakan pengawasan terhadap Direksi atas implementasi rencana dan kebijakan perusahaan. / The Board of Commissioners/Supervisory Board supervises the Board of Directors on the implementation of company plans and policies.	85.99
6	Dewan Komisaris/Dewan Pengawas melakukan pengawasan terhadap pelaksanaan kebijakan pengelolaan anak perusahaan/perusahaan patungan. / The Board of Commissioners/Supervisory Board supervises the implementation of subsidiary/joint venture management policies.	75.44

No	Uraian / Description	Capaian 2021 / 2021 Achievement
7	Dewan Komisaris/Dewan Pengawas berperan dalam pencalonan anggota Direksi, menilai kinerja Direksi (individu dan kolegal) dan mengusulkan tantiem/insentif kinerja sesuai ketentuan yang berlaku dan mempertimbangkan kinerja Direksi. / The Board of Commissioners/Supervisory Board plays a role in nominating members of the Board of Directors, assessing the performance of the Board of Directors (individual and collegial) and proposing performance bonuses/incentives in accordance with applicable regulations and taking into account the performance of the Board of Directors.	79.44
8	Dewan Komisaris/Dewan Pengawas melakukan tindakan terhadap potensi benturan kepentingan yang menyangkut dirinya. / The Board of Commissioners/Supervisory Board takes action against potential conflicts of interest concerning him/her.	75.00
9	Dewan Komisaris/Dewan Pengawas memantau dan memastikan bahwa praktik Tata Kelola Perusahaan yang Baik telah diterapkan secara efektif dan berkelanjutan. / The Board of Commissioners/Supervisory Board monitors and ensures that Good Corporate Governance practices have been implemented effectively and sustainably.	100.00
10	Dewan Komisaris/Dewan Pengawas menyelenggarakan rapat Dewan Komisaris/Dewan Pengawas yang efektif dan menghadiri Rapat Dewan Komisaris/Dewan Pengawas sesuai dengan ketentuan perundang-undangan. / The Board of Commissioners/Supervisory Board holds effective Board of Commissioners/Supervisory Board meetings and attends Board of Commissioners/Supervisory Board Meetings in accordance with statutory provisions.	100.00
11	Dewan Komisaris/Dewan Pengawas memiliki Sekretaris Dewan Komisaris/Dewan Pengawas untuk mendukung tugas kesekretariatan Dewan Komisaris/Dewan Pengawas. / The Board of Commissioners/Supervisory Board has a Secretary to the Board of Commissioners/Supervisory Board to support the secretarial duties of the Board of Commissioners/Supervisory Board.	80.99
12	Dewan Komisaris/Dewan Pengawas memiliki Komite Dewan Komisaris/Dewan Pengawas yang efektif. / The Board of Commissioners/Supervisory Board has an effective Board of Commissioners/Supervisory Board Committee.	93.30

Kriteria/Indikator Kinerja

Kriteria penilaian kinerja Direksi dilakukan dengan menggunakan beberapa kriteria sebagai berikut:

1. Pencapaian KPI dalam kontrak manajemen 2021.
2. Pencapaian Tingkat Kesehatan Perusahaan 2021.
3. Penilaian Kinerja Perusahaan 2021.

Hasil Penilaian Kinerja Dewan Komisaris Tahun 2021

Penilaian Kinerja Dewan Komisaris Perseroan dilakukan dengan parameter sebagai berikut:

1. Kontribusi terhadap capaian kinerja Perusahaan.
2. Penyampaian pendapat dan saran yang menjadi kewajiban Dewan Komisaris.
3. Kontribusi terhadap penerapan GCG.

Performance Criteria/Indicators

The criteria for evaluating the performance of the Board of Directors are carried out using the following criteria:

1. Achievement of KPIs in 2021 management contracts.
2. 2021 Company Health Level Achievement.
3. Company Performance Assessment 2021.

Results of the 2021 Board of Commissioners Performance Assessment

The Performance Assessment of the Company's Board of Commissioners is carried out with the following parameters:

1. Contribution to the Company's performance achievements.
2. Submission of opinions and suggestions that are the obligations of the Board of Commissioners.
3. Contribution to the implementation of GCG.

- | | |
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| <p>4. Tingkat kehadiran Anggota Dewan Komisaris.</p> <p>5. Pengawasan dan arahan terhadap Direksi atas rencana dan kebijakan Perusahaan.</p> <p>6. Efektivitas kegiatan Organ Pendukung Dewan Komisaris.</p> | <p>4. Attendance level of members of the Board of Commissioners.</p> <p>5. Supervision and direction to the Board of Directors on the plans and policies of the Company.</p> <p>6. The effectiveness of the activities of the Supporting Organs of the Board of Commissioners.</p> |
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Hasil Penilaian Kinerja Direksi Tahun 2021

Board of Directors Performance Assessment Results in 2021

No	Aspek KPI / KPI Aspect	Jumlah Indikator / Total Indicator	Bobot / Weight	Tahun 2021 / In 2021		Capaian / Achievement
				Target	Realisasi / Realization	
1	Nilai Ekonomi dan Sosial Untuk Indonesia / Socio-economic Values for Indones	6	40,00	40,00	37,12	92,80%
2	Inovasi Model Bisnis / Business Model Innovation	4	20,00	20,00	19,65	98,27%
3	Kepemimpinan Teknologi / Technology Leadership	4	20,00	20,00	18,17	90,85%
4	Peningkatan Investasi / Investment Improvement	2	10,00	10,00	7,98	79,76%
5	Pengembangan Talenta / Talent Development	2	10,00	10,00	9,17	91,65%
Total		18	100,00	100,00	92,08	92,08%

INDIKATOR PENGUKURAN KINERJA UTAMA UNTUK MENGUKUR KINERJA DIREKSI TAHUN 2021 BERDASARKAN RKAP 2021

KEY PERFORMANCE MEASUREMENT INDICATORS TO MEASURE THE PERFORMANCE OF THE BOARD OF DIRECTORS IN 2021 BASED ON THE 2021 RKAP Results of the 2021 Board of Directors GCG Implementation Assessment

Hasil Assessment Penerapan GCG Direksi Tahun 2021

No	Uraian / Description	Capaian 2021 / 2021 Achievement
1	Direksi melaksanakan program pelatihan/pembelajaran secara berkelanjutan. / The Board of Directors carries out sustainable training/education programs.	100.00
2	Direksi melakukan pembagian tugas/fungsi, wewenang dan tanggung jawab secara jelas. / The Board of Directors performs a clear division of duties/functions, authorities and responsibilities.	100.00
3	Direksi menyusun perencanaan perusahaan. / The Board of Directors prepares a Company plan.	81.34
4	Direksi berperan dalam pemenuhan target kinerja perusahaan. / The Board of Directors plays a role in meeting the Company's performance targets.	97.05
5	Direksi melaksanakan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan perusahaan. / The Board of Directors carries out operational and financial control over the implementation of company plans and policies.	88.09
6	Direksi melaksanakan pengurusan perusahaan sesuai dengan peraturan perundang-undangan yang berlaku dan Anggaran Dasar. / The Board of Directors carries out the management of the Company in accordance with the applicable laws and regulations and the Articles of Association.	100.00
7	Direksi melakukan hubungan yang bernilai tambah bagi perusahaan dan stakeholders. / The Board of Directors conducts value-added relationships for the Company and stakeholders.	94.19

No	Uraian / Description	Capaian 2021 / 2021 Achievement
8	Direksi memonitor dan mengelola potensi benturan kepentingan anggota Direksi dan manajemen di bawah Direksi. / The Board of Directors monitors and manages potential conflicts of interest between members of the Board of Directors and management under the Board of Directors.	100.00
9	Direksi memastikan perusahaan melaksanakan keterbukaan informasi dan komunikasi sesuai peraturan perundang-undangan yang berlaku dan penyampaian informasi kepada Dewan Komisaris/Dewan Pengawas dan Pemegang Saham tepat waktu. / The Board of Directors ensures that the company carries out information and communication disclosure in accordance with applicable laws and regulations and timely delivery of information to the Board of Commissioners/Supervisory Board and Shareholders	87.14
10	Direksi menyelenggarakan rapat Direksi dan menghadiri Rapat Dewan Komisaris/Dewan Pengawas sesuai dengan ketentuan perundang-undangan./ The Board of Directors holds Board of Directors meetings and attends Board of Commissioners/Supervisory Board meetings in accordance with the rules and regulations.	100.00
11	Direksi wajib menyelenggarakan pengawasan intern yang berkualitas dan efektif. / The Board of Directors must carry out quality and effective internal supervision.	80.07
12	Direksi menyelenggarakan fungsi sekretaris perusahaan yang berkualitas dan efektif. / The Board of Directors performs the function of a qualified and effective corporate secretary.	82.73
13	Direksi menyelenggarakan RUPS Tahunan dan RUPS lainnya sesuai peraturan perundang-undangan. / The Board of Directors holds the Annual GMS and other GMS in accordance with the laws and regulations.	86.54

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS DAN DIREKSI

Rapat Dewan Komisaris

Rapat Dewan Komisaris dilakukan sebagai bagian dari pelaksanaan tugas dan tanggung jawab Dewan Komisaris. Selama tahun 2021, telah diselenggarakan Rapat Dewan Komisaris sebanyak 14 kali dengan rincian sebagai berikut:

FREQUENCY AND ATTENDANCE OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS MEETINGS

Board of Commissioners Meeting

Rapat Dewan Komisaris dilakukan sebagai bagian dari pelaksanaan tugas dan tanggung jawab Dewan Komisaris. Selama tahun 2021, telah diselenggarakan Rapat Dewan Komisaris sebanyak 14 kali dengan rincian sebagai berikut:

No	Tanggal Pelaksanaan / Date of Implementation	Keputusan Rapat / Meeting Resolution	Peserta Rapat / Meeting Participants
1	18 Januari 2021 / January 18, 2021	Persiapan uji coba pengoperasian commuteline Yogya-Solo / Preparation for the trial operation of the Yogya-Solo commuteline	<ol style="list-style-type: none"> 1. Komisaris Utama / President Commissioner 2. Komisaris / Commissioner 3. Komisaris / Commissioner 4. Direktur Utama / President Director 5. Direktur Teknik / Technical Director 6. Direktur Keuangan / Director of Finance 7. Direktur Operasi dan Pemasaran / Director of Operations and Marketing 8. VP <i>Corporate Secretary</i> / VP Corporate Secretary 9. Sekdekom / Board of Commissioners Secretary

No	Tanggal Pelaksanaan / Date of Implementation	Keputusan Rapat / Meeting Resolution	Peserta Rapat / Meeting Participants
2	1 Februari 2021 / February 1, 2021	<ol style="list-style-type: none"> Laporan Kinerja Perusahaan s.d Desember 2020; / Company Performance Report up to December 2020; Persiapan Peresmian commuteline Joglo; / Preparation for the Inauguration of the Joglo commuteline; Program Pencegahan dan Pengobatan Covid-19 bagi Karyawan KAI Commuter; / Covid-19 Prevention and Treatment Program for KAI Commuter Employees; 	<ol style="list-style-type: none"> Komisaris Utama / President Commissioner Komisaris / Commissioner Komisaris / Commissioner Komisaris / Commissioner Direktur Utama / President Director Direktur Teknik / Technical Director Direktur Keuangan / Director of Finance Direktur Operasi dan Pemasaran / Director of Operations and Marketing VP Corporate Secretary / VP Corporate Secretary Sekdekom / Board of Commissioners Secretary
3	18 Februari 2021 / February 18, 2021	<ol style="list-style-type: none"> Laporan Kinerja Perusahaan s.d Januari 2021; / Company Performance Report up to January 2021; Update Pengoperasian KRL Joglo; / Joglo KRL Operation Update; Usulan Pejabat VP SPI; / Proposal of VP SPI Official; 	<ol style="list-style-type: none"> Komisaris Utama / President Commissioner Komisaris Komisaris / Commissioner Komisaris / Commissioner Komisaris / Commissioner Direktur Utama / President Director Direktur Teknik / Technical Director Direktur Keuangan / Director of Finance Direktur Operasi dan Pemasaran / Director of Operations and Marketing VP Corporate Secretary / VP Corporate Secretary Sekdekom / Board of Commissioners Secretary
4	4 Maret 2021 / March 4, 2021	Pembahasan Insiden Atap commuteline KLB KP /10830 / Discussion on the commuteline KLB KP Roof Incident /10830	<ol style="list-style-type: none"> Komisaris Utama / President Commissioner Komisaris Komisaris / Commissioner Komisaris / Commissioner Komisaris / Commissioner Direktur Utama / President Director Direktur Teknik / Technical Director Direktur Keuangan / Director of Finance Direktur Operasi dan Pemasaran / Director of Operations and Marketing VP Corporate Secretary / VP Corporate Secretary Sekdekom / Board of Commissioners Secretary

No	Tanggal Pelaksanaan / Date of Implementation	Keputusan Rapat / Meeting Resolution	Peserta Rapat / Meeting Participants
5	25 Maret 2021 / March 25, 2021	<ol style="list-style-type: none"> Perkenalan Komisaris Utama dan Direksi Baru; / Introduction of the President Commissioner and New Directors; Laporan Kinerja S.d Bulan Februari 2021. / Performance Report Until February 2021. 	<ol style="list-style-type: none"> Komisaris Utama / President Commissioner Komisaris / Commissioner Komisaris / Commissioner Komisaris / Commissioner Direktur Utama / President Director Direktur Teknik / Technical Director Direktur Keuangan / Director of Finance Direktur Operasi dan Pemasaran / Director of Operations and Marketing VP <i>Corporate Secretary</i> / VP Corporate Secretary Sekdekom / Board of Commissioners Secretary
6	29 April 2021 / April 29, 2021	<ol style="list-style-type: none"> Laporan Kinerja s.d Maret 2021 / Performance Report Until March 2021 Rencana Pendirian Anak Perusahaan Commuter Jabodetabek / Plan to Establish Jabodetabek Commuter Subsidiary LTPA 	<ol style="list-style-type: none"> Komisaris Utama / President Commissioner Komisaris / Commissioner Komisaris / Commissioner Komisaris / Commissioner Direktur Utama / President Director Direktur Teknik / Technical Director Direktur Keuangan / Director of Finance Direktur Operasi dan Pemasaran / Director of Operations and Marketing VP <i>Corporate Secretary</i> / VP Corporate Secretary Sekdekom / Board of Commissioners Secretary
7	20 Mei 2021 / May 20, 2021	<ol style="list-style-type: none"> Laporan Kinerja s.d April 2021 / Performance Report Until April 2021 Laporan Kinerja SPI Triwulan 1 tahun 2021 / Quarter 1 SPI Performance Report 2021 	<ol style="list-style-type: none"> Komisaris Utama / President Commissioner Komisaris / Commissioner Komisaris / Commissioner Komisaris / Commissioner Direktur Utama / President Director Direktur Teknik / Technical Director Direktur Keuangan / Director of Finance Direktur Operasi dan Pemasaran / Director of Operations and Marketing VP <i>Corporate Secretary</i> / VP Corporate Secretary Sekdekom / Board of Commissioners Secretary
8	7 Juni 2021 / June 7, 2021	Persiapan RUPS Laporan Tahunan Tahun Buku 2020 PT Kereta Commuter Indonesia / Preparation of the GMS Annual Report for the 2020 Fiscal Year of PT Kereta Commuter Indonesia	<ol style="list-style-type: none"> Komisaris Utama / President Commissioner Komisaris / Commissioner Komisaris / Commissioner Komisaris / Commissioner Direktur Utama / President Director Direktur Teknik / Technical Director Direktur Keuangan / Director of Finance Direktur Operasi dan Pemasaran / Director of Operations and Marketing VP <i>Corporate Secretary</i> / VP Corporate Secretary Sekdekom / Board of Commissioners Secretary

No	Tanggal Pelaksanaan / Date of Implementation	Keputusan Rapat / Meeting Resolution	Peserta Rapat / Meeting Participants
9	7 Juli 2021 / July 7, 2021	Laporan Kinerja s.d Juni 2021 / Performance Report Until June 2021	<ol style="list-style-type: none"> 1. Komisaris Utama / President Commissioner 2. Komisaris / Commissioner 3. Komisaris / Commissioner 4. Komisaris / Commissioner 5. Direktur Utama / President Director 6. Direktur Teknik / Technical Director 7. Direktur Keuangan / Director of Finance 8. Direktur Operasi dan Pemasaran / Director of Operations and Marketing 9. VP <i>Corporate Secretary</i> / VP Corporate Secretary 10. Sekdekom / Board of Commissioners Secretary
10	26 Agustus 2021 / August 26, 2021	Laporan Kinerja s.d Juli 2021 / Performance Report Until July 2021	<ol style="list-style-type: none"> 1. Komisaris Utama / President Commissioner 2. Komisaris / Commissioner 3. Komisaris / Commissioner 4. Komisaris / Commissioner 5. Direktur Utama / President Director 6. Direktur Teknik / Technical Director 7. Direktur Keuangan / Director of Finance 8. Direktur Operasi dan Pemasaran / Director of Operations and Marketing 9. VP <i>Corporate Secretary</i> / VP Corporate Secretary 10. Sekdekom / Board of Commissioners Secretary
11	29 September 2021 / September 29, 2021	<ol style="list-style-type: none"> a. Perkenalan Direksi Baru; / Introduction of the New Directors; b. Laporan Kinerja s.d Bulan Agustus 2021; / Performance Report up to August 2021; c. <i>Stress Test</i> Dampak Covid-19 Terhadap Kinerja KAI Commuter Tahun 2021; / Stress Test on the Impact of Covid-19 on KAI Commuter's Performance in 2021; d. Implementasi Integrasi Sistem Pembayaran Antarmoda. / Implementation of Intermodal Payment System Integration. 	<ol style="list-style-type: none"> 1. Komisaris Utama / President Commissioner 2. Komisaris / Commissioner 3. Komisaris / Commissioner 4. Komisaris / Commissioner 5. Direktur Utama / President Director 6. Direktur Teknik / Technical Director 7. Direktur Keuangan / Director of Finance 8. Direktur Operasi dan Pemasaran / Director of Operations and Marketing 9. VP <i>Corporate Secretary</i> / VP Corporate Secretary 10. Sekdekom / Board of Commissioners Secretary
12	27 Oktober 2021 / October 27, 2021	<ol style="list-style-type: none"> 1. Laporan Kinerja s.d Bulan September 2021 / Performance Report up to September 2021 2. Pembahasan RKAP 2022 / Discussion on the 2022 RKAP 	<ol style="list-style-type: none"> 1. Komisaris Utama / President Commissioner 2. Komisaris / Commissioner 3. Komisaris / Commissioner 4. Direktur Utama / President Director 5. Direktur Teknik / Technical Director 6. Direktur Keuangan / Director of Finance 7. Direktur Operasi dan Pemasaran / Director of Operations and Marketing 8. VP <i>Corporate Secretary</i> / VP Corporate Secretary 9. Sekdekom / Board of Commissioners Secretary

No	Tanggal Pelaksanaan / Date of Implementation	Keputusan Rapat / Meeting Resolution	Peserta Rapat / Meeting Participants
13	18 November 2021 / November 18, 2021	<ol style="list-style-type: none"> Laporan Kinerja s.d Bulan Oktober 2021 / Performance Report up to October 2021 RJPP Penyesuaian 2020-2024 / RJPP Adjustment 2020-2024 	<ol style="list-style-type: none"> Komisaris Utama / President Commissioner Komisaris / Commissioner Komisaris / Commissioner Direktur Utama / President Director Direktur Teknik / Technical Director Direktur Keuangan / Director of Finance Direktur Operasi dan Pemasaran / Director of Operations and Marketing VP <i>Corporate Secretary</i> / VP Corporate Secretary Sekdekom / Board of Commissioners Secretary
14	2 Desember 2021 / December 2, 2021	<ol style="list-style-type: none"> Laporan Kinerja s.d Bulan November 2021 / Performance Report up to November 2021 Kajian Legal dan Resiko Pengelolaan KA Lokal Wilayah 2 & 8 / Legal and Risk Assessment of Local Railway Management Regions 2 & 8 	<ol style="list-style-type: none"> Komisaris Utama / President Commissioner Komisaris / Commissioner Komisaris / Commissioner Direktur Utama / President Director Direktur Teknik / Technical Director Direktur Keuangan / Director of Finance Direktur Operasi dan Pemasaran / Director of Operations and Marketing VP <i>Corporate Secretary</i> / VP Corporate Secretary Sekdekom / Board of Commissioners Secretary

Rapat Direksi

Rapat Direksi dilakukan sebagai bagian dari pelaksanaan tugas dan tanggung jawab Direksi. Selama tahun 2021, telah diselenggarakan Rapat Direksi sebanyak 37 kali dengan rincian sebagai berikut:

Board of Directors Meeting

Meetings of the Board of Directors are held as part of the implementation of the duties and responsibilities of the Board of Directors. During 2021, the Board of Directors Meeting has been held 37 times with the following details:

No	Tanggal Pelaksanaan / Date of Implementation	Keputusan Rapat / Meeting Resolutions	Peserta Rapat / Meeting Participants
1	04 Januari 2021 / January 04, 2021	<ol style="list-style-type: none"> Rapid Antigen Awak Sarana SK Satgas / Rapid Antigen for Facilities Crew, SK Task Force Task Force C-Rangers Agar Disatukan / C-Rangers Task Force to be United SOP Announcer dan Standarisasi Pelayanan / SOP Announcer and Service Standards RKAP 2021 AJS Hak Pensiun Pegawai / AJS Employee Retirement Rights Arahan BOC untuk menjaga pertumbuhan asset / BOC directives to maintain asset growth SDM dan KPI Corporate / HC and Corporate KPI Persiapan Pengoprasian KRL Yogyakarta - Solo / Preparation for Yogyakarta - Solo KRL Operation Penyerahan User KRL Access ke Komersil / Submission of KRL Access Users to be Commercial 	<ol style="list-style-type: none"> Wiwik Widayanti Wawan Ariyanto Roppiq Lutzfi Azhar Muhammad Widodo Erni Sylviane Purba

No	Tanggal Pelaksanaan / Date of Implementation	Keputusan Rapat / Meeting Resolutions	Peserta Rapat / Meeting Participants
2	13 Januari 2021 / January 13, 2021	<ol style="list-style-type: none"> 1. Legal Opinion Pengoperasian KA Bandara oleh KAI Commuter / Legal Opinion for Airport Train Operation by KAI Commuter 2. ADMG 3. Persiapan commuteline Yogyakarta - Solo / Preparation of commuteline Yogyakarta - Solo 4. Persetujuan Swab Antigen / Antigen Swab Approval 5. Evaluasi Pengujian Bearing PT MII Sejahtera / Evaluation of PT MII Sejahtera Bearing Testing 	<ol style="list-style-type: none"> 1. Wiwik Widayanti 2. Wawan Ariyanto 3. Roppiq Lutzfi Azhar 4. Muhammad Widodo 5. Erni Sylviane Purba
3	26 Januari 2021 / January 26, 2021	<ol style="list-style-type: none"> 1. ADMG 2. Penanganan dan Program Antisipasi Covid-19 Pegawai KAI Commuter / Handling and Anticipation Program for Covid-19 on KAI Commuter Employees 3. Program Strategis 2021: Sarana, Pengembangan IT, Prasarana, Komersial dan Pelayanan, SDM / 2021 Strategic Program: Facilities, IT Development, Infrastructure, Commercial and Services, HC 4. Peningkatan Kapasitas Stabling Dipo Depok / Increased Stabling Capacity at Depok Dipo 5. Evaluasi Uji Coba KRL Jogja Solo dan Persiapan GAPEKA / Evaluation of the Jogja Solo KRL Trial and GAPEKA Preparation 6. PYMT CUL dan CUI / PYMT CUL and CUI 7. Posko Stasiun masa PSBB/PPKM / PSBB/PPKM Station Command Post 8. Mutasi / Mutation 	<ol style="list-style-type: none"> 1. Wiwik Widayanti 2. Wawan Ariyanto 3. Roppiq Lutzfi Azhar 4. Muhammad Widodo 5. Erni Sylviane Purba
4	17 Februari 2021 / February 17, 2021	<ol style="list-style-type: none"> 1. Penanganan dan Program Antisipasi Covid-19 Pegawai KAI Commuter; / Handling and Anticipation Program for Covid-19 KCI Employees 2. Update Program Strategis KAI Commuter; / KAI Commuter Strategic Program Update; 3. ADMG; 4. SDM; / HC; 5. Laporan Operasional commuteline Jogja - Solo; / Commuteline Jogja - Solo Operational Report; 6. Laporan Keuangan dan Bahan Laporan BOC; / Financial Statements and BOC Report Materials; 7. Evaluasi GAPEKA 2021; / GAPEKA 2021 Evaluation; 8. Integrasi E-Ticketing di Wilayah 6. / E-Ticketing Integration in Region 6. 	<ol style="list-style-type: none"> 1. Wiwik Widayanti 2. Wawan Ariyanto 3. Roppiq Lutzfi Azhar 4. M. Widodo 5. Erni Sylviane Purba
5	24 Februari 2021 / February 24, 2021	<ol style="list-style-type: none"> 1. Penanganan dan Program Antisipasi Covid-19 Pegawai KAI Commuter; / Handling and Anticipation Program for Covid-19 KAI Commuter Employees; 2. Update Program Strategis KCI; / KCI Strategic Program Update; 3. ADMG; 4. LPTA; 5. Pemenuhan Jabatan Kosong; / Fulfillment of Empty Positions; 6. Tindaklanjut Hasil Assesmen; / Follow-up on Assessment Results; 7. Kebutuhan PPK; / KDP Needs; 8. Kerjasama dengan Telkomsel terkait CCTV di Sarana commuteline. / Cooperation with Telkomsel regarding CCTV in commuteline Facilities. 	<ol style="list-style-type: none"> 1. Wiwik Widayanti 2. Wawan Ariyanto 3. Roppiq Lutzfi Azhar 4. M. Widodo 5. Erni Sylviane Purba

No	Tanggal Pelaksanaan / Date of Implementation	Keputusan Rapat / Meeting Resolutions	Peserta Rapat / Meeting Participants
6	16 Maret 2021 / March 16, 2021	<ol style="list-style-type: none"> 1. Penanganan dan Program Antisipasi Covid-19 Pegawai KAI Commuter; / Handling and Anticipation Program for Covid-19 on KAI Commuter Employees; 2. ADMG; 3. Kesejahteraan Karyawan (TPP, IKKO dan Tantiem); / Employee Welfare (TPP, IKKO and Tantiem); 4. TASPEN Life; 5. Temuan SPI Perpindahan Pelabuhan Pengiriman Sarana Jepang dan Sertifikasi. / SPI Findings on Japanese Means Shipping Port Transfers and Certification. 	<ol style="list-style-type: none"> 1. Wiwik Widayanti 2. Wawan Ariyanto 3. Roppiq Lutzfi Azhar 4. M. Widodo 5. Erni Sylviane Purba
7	10 Maret 2021 / March 10, 2021	<ol style="list-style-type: none"> 1. ADMG; 2. Standardisasi Upah Pekerja Alih; Daya dan Hubungannya dengan <i>Driver</i> Direksi; / Standardization of Outsourced Workers Wages and Their Relationship with Directors' Drivers; 3. Laporan Kinerja Februari 2021; / Performance Report February 2021; 4. Pengganti Mr Takeshi fokus ke Perencanaan; / Mr Takeshi's successor focuses on planning; 5. Pengadaan Sarana; / Facilities Procurement; 6. Penambahan pekerjaan jasa konsultan untuk melakukan penilaian bisnis KA Basoetta. / Addition of consulting services to carry out business assessments for Basoetta Train. 	<ol style="list-style-type: none"> 1. Wiwik Widayanti 2. Wawan Ariyanto 3. Roppiq Lutzfi Azhar 4. M. Widodo 5. Erni Sylviane Purba
8	24 Maret 2021 / March 24, 2021	<ol style="list-style-type: none"> 1. ADMG; 2. Sosialisasi Stasiun KMT; / KMT Station Socialization; 3. Evaluasi SDM di Direktorat; Operasi dan Pemasaran; / Evaluation of HC in the Directorate of Operations and Marketing; 4. Persiapan Kantor dan Wisma Pegawai di Wilayah 6; / Preparation of Offices and Employee Houses in Region 6; 5. <i>Dashboard Performance</i> KCI. / KCI Performance Dashboard. 	<ol style="list-style-type: none"> 1. Mukti Jauhari 2. Wawan Ariyanto 3. Roppiq Lutzfi Azhar 4. Adang Sujana 5. Erni Sylviane Purba
9	30 Maret 2021 / March 30, 2021	<ol style="list-style-type: none"> 1. ADMG; 2. Pembentukan Anak Usaha KCI. / Establishment of KCI Subsidiaries 	<ol style="list-style-type: none"> 1. Mukti Jauhari 2. Wawan Ariyanto 3. Roppiq Lutzfi Azhar 4. Adang Sujana 5. Erni Sylviane Purba
10	7 April 2021 / April 07, 2021	<ol style="list-style-type: none"> 1. ADMG; 2. SDM Perbantuan KAI; / KAI Assistance HC; 3. PKS Peralihan Pegawai Mandiri Railink ke KCI; / PKS Transfers Railink Mandiri Employees to KCI; 4. Restruktisasi Pegawai Stasiun; / Station Employee Restructuring; 5. THB dan Stasiun KMT; / THB and KMT Station Station; 6. SOP Asmas KRL Jogja – Solo; / SOP for Asmas KRL Jogja – Solo; 7. Proposal Pengadaan commuteline; / Commuterline Procurement Proposal; 8. Temuan Pegawai Gudang. / Warehouse Employee Findings. 	<ol style="list-style-type: none"> 1. Mukti Jauhari 2. Wawan Ariyanto 3. Roppiq Lutzfi Azhar 4. Adang Sujana 5. Erni Sylviane Purba

No	Tanggal Pelaksanaan / Date of Implementation	Keputusan Rapat / Meeting Resolutions	Peserta Rapat / Meeting Participants
11	13 April 2021 / April 13, 2021	<ol style="list-style-type: none"> ADMG; Rekomendasi Hasil CO; / Recommendation of CO Results; IKKO; Perbaikan Skybridge Solo Balapan; / Solo Racing Skybridge Repair; Penambahan Gate dan Antrian Stasiun YK; / Added YK Station Gate and Queue; Renovasi POS Depo Depok; / Depok Depot POS Renovation; Temuan SPI biaya sertifikasi, perjanjian support service dan penggunaan NR; / SPI findings on certification fees, support service agreements and the use of NR; Pembangunan Penempatan Mobil Rescue di YK-Merak. / Construction of a Rescue Car Placement at YK-Merak. 	<ol style="list-style-type: none"> Mukti Jauhari Wawan Ariyanto Roppiq Lutzfi Azhar Adang Sujana Erni Sylviane Purba
12	20 April 2021 / April 20, 2021	<ol style="list-style-type: none"> ADMG; Jabatan kosong di Keselamatan, Operasional dan Pelayanan; / Empty positions in Safety, Operations and Service; THR, Payroll, Staff stasiun; / THR, Payroll, Station staff; Perubahan Pembayaran Mitra Kerja (KAWISTA, RESKA, PTN); / Changes in Payment of Partners (KAWISTA, RESKA, PTN); Call of Order ATK/PKS KA Lokal Prameks, Rangkas – Merak; / PKS Local Railway Prameks, Rangkas – Merak; Bahan BOC; / BOC Material; Posko Lebaran. / Eid post. 	<ol style="list-style-type: none"> Mukti Jauhari Wawan Ariyanto Roppiq Lutzfi Azhar Adang Sujana Erni Sylviane Purba
13	28 April 2021 / April 28, 2021	<ol style="list-style-type: none"> ADMG; Follow Up Bearing PT MII Sejahtera; / Follow Up Bearing PT MII Sejahtera; SDM (PKS SDM dengan Railink, Review SO Baru, Edi Sarwono); / HC (PKS HC with Railink, New SO Review, Edi Sarwono); Angkutan Lebaran & THR; / Eid Transportation & THR; Peningkatan Pelayanan Jalur Rangkas – THB. / Improvement of Rangkas Line Service - THB. 	<ol style="list-style-type: none"> Mukti Jauhari Wawan Ariyanto Roppiq Lutzfi Azhar Adang Sujana Erni Sylviane Purba
14	4 Mei 2021 / May 04, 2021	<ol style="list-style-type: none"> Angkutan Lebaran; / Eid Transportation; IKKO; SDM - Evaluasi WFH; / HC - WFH Evaluation; Pembayaran THR BOD/C; / Payment of THR BOD/C; Addendum PSO; / PSO Addendum; Review Penggunaan Laptop dan PC; / Laptop and PC Usage Reviews; Fasilitas dan Layanan Pelanggan (Pengadaan Kebutuhan Stasiun, Kontrak Kebersihan Stasiun dan KRL); / Facilities and Customer Service (Procurement of Station Supplies, Station Cleaning Contracts and KRL); Jalur Stabling Bekasi; / Bekasi Stabling Line; Bahan BOC; / BOC Material; Key Opinion Leader di Media Sosial; / Key Opinion Leader on Social Media; Penambahan Plafon Kartu Kredit Sekper. / Addition of Corporate Secretary Credit Card Limit. 	<ol style="list-style-type: none"> Mukti Jauhari Wawan Ariyanto Roppiq Lutzfi Azhar Adang Sujana Erni Sylviane Purba

No	Tanggal Pelaksanaan / Date of Implementation	Keputusan Rapat / Meeting Resolutions	Peserta Rapat / Meeting Participants
15	10 Mei 2021 / May 10, 2021	<ol style="list-style-type: none"> Kinerja KAI Commuter April 2021; / KAI Commuter Performance April 2021; SDM (Pelantikan Pejabat dan Mutasi). / HC (Official Appointments and Transfers). 	<ol style="list-style-type: none"> Mukti Jauhari Wawan Ariyanto Roppiq Lutzfi Azhar Adang Sujana Erni Sylviane Purba
16	19 Mei 2021 / May 19, 2021	<ol style="list-style-type: none"> Kajian Manage <i>Service System Ticketing</i>; / Study on Manage Service Ticketing System; FGD dengan DJKA dan <i>Stakeholder</i> lainnya untuk Kapasitas KA Lokal; / FGD with DJKA and other Stakeholders for Local Railway Capacity; Operasional dan Antisipasi Ketersediaan KMT; / Operational and Anticipating Availability of KMT; SDM (Pembayaran premi Eksekutif bagi Masinis); / HC (Executive premium payment for Machinists); Pengembangan Bisnis KA Lokal Bandung dan Surabaya; / Bandung and Surabaya Local Railway Business Developmentf; Analisis Investasi Mesin Bubut Roda <i>On Floor</i> di OHM. / Investment Analysis of On Floor Wheel Lathe at OHM. 	<ol style="list-style-type: none"> Mukti Jauhari Wawan Ariyanto Roppiq Lutzfi Azhar Adang Sujana Erni Sylviane Purba
17	3 Juni 2021 / June 03, 2021	<ol style="list-style-type: none"> <i>Update</i> penyesuaian Tarif; / Tariff adjustment update; Temuan Kelebihan Penghasilan BOC/D 2017-2019; / Findings of Excess Income of BOC/D 2017-2019; Bahan BOC dan RUPS; / BOC and AGM Materials; Efisiensi PSO. / PSO efficiency. 	<ol style="list-style-type: none"> Mukti Jauhari Wawan Ariyanto Roppiq Lutzfi Azhar Adang Sujana Erni Sylviane Purba
18	7 Juni 2021 / June 07, 2021	<ol style="list-style-type: none"> Kinerja Mei 2021; / May 2021 Performmance; <i>Safety Guard</i>. 	<ol style="list-style-type: none"> Mukti Jauhari Wawan Ariyanto Roppiq Lutzfi Azhar Adang Sujana Erni Sylviane Purba
19	6 Juli 2021 / July 06, 2021	<ol style="list-style-type: none"> <i>Rapid Antigen</i> Random Kepada Penumpang; / Rapid Antigen to Random Passengers; Pemberlakuan <i>Double Masker</i>; / Enforcement of Double Mask; Santunan / Uang Duka untuk Keluarga Alm. Bpk Mukti; / Compensation / Condolences for the Family of the Late. Mr Mukti; Jam Operasional Kantor Selama PPKM dan Pengaturan <i>Self Assesment</i>. / Office Operational Hours During PPKM and Self Assesment Arrangements. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Adang Sujana Erni Sylviane Purba
20	13 Juli 2021 / July 13, 2021	<ol style="list-style-type: none"> <i>Update</i> Jaklingko; / Jaklingko Update; Pembahasan KA Basoetta; / Basoetta train discussion; <i>Update</i> PKS SDM Railink & Jaklingko; / Railink & Jaklingko HC PKS Update; Pembahasan KMK; / KMK discussion; Pembiayaan Penanganan Covid Direksi. / Board of Directors' Covid Handling Financing. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Adang Sujana Erni Sylviane Purba

No	Tanggal Pelaksanaan / Date of Implementation	Keputusan Rapat / Meeting Resolutions	Peserta Rapat / Meeting Participants
21	21 Juli 2021 / July 21, 2021	<ol style="list-style-type: none"> MITJ dan Pembentukan Anak Usaha KAI Commuter; / MITJ and the Establishment of a KAI Commuter Subsidiary; Temuan SPI; / SPI findings; Pemanggilan PT MII Sejahtera terkait pengadaan <i>Bearing</i>; / Summoning PT MII Sejahtera regarding Bearing procurement; PPK; ADMG; KA Lokal Bandung dan Surabaya; / Bandung and Surabaya Local Trains; PKS SDM dan Sarana dengan Railink; / PKS HC and Facilities with Railink; Tanda tangan Elektronik; / Electronic Signature; Asuransi Mobil Kecelakaan; / Insurance for Car Accidents; Santunan / Uang Duka Kepada Pegawai. / Compensation / Condolences to Employees. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Adang Sujana Wawan Ariyanto Erni Sylviane Purba
22	28 Juli 2021 / July 28, 2021	<ol style="list-style-type: none"> ADMG; Update SDM Railink; / Railink HC Update; Kronologis Kerjasama dengan Jaklingko; / Chronology of Cooperation with Jaklingko; Pembinaan D7 dan rapat BOD + VP; / D7 coaching and BOD + VP meeting; Vaksinasi stasiun. / Vaccination station. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Adang Sujana Wawan Ariyanto Erni Sylviane Purba
23	3 Agustus 2021 / August 03, 2021	<ol style="list-style-type: none"> ADMG; Progres KA Lokal Wilayah 2 dan Wilayah 8; / Local Train Progress for Region 2 and Region 8; Pro & Kontra Menggunakan Skema Kontrak PSO commuterline Jabodetabek / Pros & Cons of Using the Jabodetabek KRL PSO Contract Scheme; Pro & Kontra Analisis System E-ticketing; / Pros & Contracts Analysis System E-ticketing; Pembentukan Anak Usaha KCI; / Establishment of KCI Subsidiaries; Pemanggilan PT. MII Pengadaan <i>Bearing</i>; / Summoning PT. MII Bearing Procurement; Temuan SPI Kantor Pusat KAI Sertifikasi Sarana; / Findings of SPI from KAI Headquarters Certification of Facilities; Evaluasi Pengendalian Keuangan; / Financial Control Evaluation; Arahan Strategis BOD untuk RKAP 2022: Ekspansi Operasi KA Lokal, Asumsi Pengoperasian Basoetta, Pandemi <i>Recovery</i>, Prasarana Pendukung Operasi KA, Investasi, Strategi Biaya); / BOD Strategic Directions for RKAP 2022: Expansion of Local Railway Operations, Basoetta Operation Assumptions, Pandemic Recovery, Supporting Infrastructure for Railway Operations, Investment, Cost Strategy); LinkAja; Jaklingko; Kajian Rekrut PPK (Rencana Rekrut Eksternal PPK); / KDP Recruitment Study (KDP External Recruitment Plan); Adendum PSO; / PSO Addendum; Monitoring Tindak Lanjut Rekomendasi Audit Eksternal & Internal Posisi s.d Juli 2021; / Monitoring Follow-up on External & Internal Audit Recommendations Position until July 2021; Rangkaian Acara 17 Agustus 2021. / Series of Events on August 17, 2021. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Adang Sujana Wawan Ariyanto Erni Sylviane Purba

No	Tanggal Pelaksanaan / Date of Implementation	Keputusan Rapat / Meeting Resolutions	Peserta Rapat / Meeting Participants
24	10 Agustus 2021 / August 10, 2021	<ol style="list-style-type: none"> ADMG; Persiapan Kerjasama Jaklingko; / Preparation for Jaklingko Cooperation; SDM (<i>Job Vacant, Workload, Career Path, KPI, Assesment, Well Being/Manage Service</i> Petugas Poskes); / HC (<i>Job Vacant, Workload, Career Path, KPI, Assessment, Well Being/Manage Service</i> Poskes); CCTV Telkomsel; / Telkomsel CCTV; Ticketing Wilayah 6; / Ticketing on Region 6; Adendum PSO. / PSO Addendum. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Adang Sujana Wawan Ariyanto Erni Sylviane Purba
25	20 Agustus 2021 / August 20, 2021	<ol style="list-style-type: none"> LTPA; KA Lokal dan Program Strategis; / Local Railways and Strategic Programs; SDM (IKKK, Tunjangan Prestasi, Penugasan Pegawai ke Jaklingko Indonesia, <i>Job Description & KPI Individu, Persetujuan Pengalihan Polis Asuransi Hasil Restruktisasi</i> dari PT Asuransi Jiwasraya (Persero) ke PT Asuransi IFG Life); / HC (IKKK, Achievement Allowance, Employee Assignment to Jaklingko Indonesia, Job Description & Individual KPI, Approval for Transfer of Restructuring Insurance Policy from PT Asuransi Jiwasraya (Persero) to PT Asuransi IFG Life); Pemeliharaan commuteline KFW Yogyakarta – Solo; / KFW Yogyakarta – Solo commuteline Maintenance; Pemeliharaan Simulator Dipo Depok; / Depok Dipo Simulator Maintenance; KMK; Antigen dan Vaksin Gratis Penumpang. / Passenger Free Antigens and Vaccines. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Adang Sujana Wawan Ariyanto Erni Sylviane Purba
26	24 Agustus 2021 / August 24, 2021	<ol style="list-style-type: none"> SDM; / HC; Evaluasi Angkutan PPKM; / PPKM Transport Evaluation; Juksung PAM KCI-RMU. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Adang Sujana Wawan Ariyanto Erni Sylviane Purba
27	31 Agustus 2021 / August 31, 2021	<ol style="list-style-type: none"> Temuan Pengadaan Sarana dan Sertifikasi; / Findings for Procurement of Facilities and Certification; Update Jaklingko; / Jaklingko Update; Sky Bridge Solo; E-Ticketing Wilayah 6; / E-Ticketing Region 6; Pemenuhan SPM Toilet; / Toilet SPM Fulfillment; SI (<i>Sharing Infrastructure</i>) Kartu Bank. / SI (<i>Sharing Infrastructure</i>) Bank Card. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Adang Sujana Wawan Ariyanto Erni Sylviane Purba
28	7 September 2021 / September 07, 2021	<ol style="list-style-type: none"> Kinerja Agustus 2021; / August 2021 Performance; Program Khusus Terkait Penyebaran Covid-19; / Special Programs Related to the Spread of Covid-19; Strategi Untuk Meningkatkan Kinerja Keuangan Sampai Akhir Tahun 2021. / Strategy to Improve Financial Performance Until the End of 2021. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Adang Sujana Wawan Ariyanto Erni Sylviane Purba
29	16 September 2021 / September 16, 2021	<ol style="list-style-type: none"> AMDG; Jaklingko; Update PM 17; / PM 17 updates; Juksung Pengamanan. / Security Juksung. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Adang Sujana Wawan Ariyanto Erni Sylviane Purba

No	Tanggal Pelaksanaan / Date of Implementation	Keputusan Rapat / Meeting Resolutions	Peserta Rapat / Meeting Participants
30	21 September 2021 / September 21, 2021	<ol style="list-style-type: none"> ADMG; Jaklingko (Perizinan Bank Indonesia atas Pengembangan KMT, Underlying Legal); / Jaklingko (Bank Indonesia Permit for KMT Development, Underlying Legal); Investasi <i>Lobby</i> dan Griya Karya; / Lobby Investment and Griya Karya; Standarisasi Toilet Stasiun commuteline; / Commuteline Station Toilet Standardization; <i>Update</i> Kereta Lokal; / Local Train Update; SDM; / HC; Vaksin Cikarang. / Cikarang Vaccines. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Wawan Ariyanto Denny Haryanto Adang Sujana Erni Sylviane Purba
31	29 September 2021 / September 29, 2021	<ol style="list-style-type: none"> Jaklingko; Penyesuaian RJPP; / CPR Adjustment; PKS SDM Jaklingko; / PKS HC Jaklingko; Pembahasan Kinerja s.d Agustus. / Performance Discussion until August. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Wawan Ariyanto Denny Haryanto Adang Sujana Erni Sylviane Purba
32	5 October 2021 / October 05, 2021	<ol style="list-style-type: none"> Jaklingko (Perizinan Bank Indonesia atas Pengembangan KMT, <i>Underlying Legal</i>, Tarif Integrasi dan Biaya Transaksi); / Jaklingko (Bank Indonesia Licensing for KMT Development, Underlying Legal, Integration Tariffs and Transaction Fees); <i>Update</i> KA Lokal; / Local Train Update; Kerjasama Gojek; / Gojek Cooperation; Penyesuaian Tarif. / Tariff Adjustment. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Wawan Ariyanto Denny Haryanto Adang Sujana Erni Sylviane Purba
33	12 Oktober 2021 / October 12, 2021	<ol style="list-style-type: none"> ADMG; Jaklingko; <i>Update</i> Gojek. / Gojek Updates. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Wawan Ariyanto Denny Haryanto Adang Sujana Erni Sylviane Purba
34	19 Oktober 2021 / October 19, 2021	<ol style="list-style-type: none"> ADMG; RDS; Digitalisasi Stasiun; / Station Digitization; Pengembangan KRL Access. / Development of KRL Access. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Wawan Ariyanto Denny Haryanto Adang Sujana Erni Sylviane Purba
35	26 Oktober 2021 / October 26, 2021	<ol style="list-style-type: none"> Jaklingko; Integrasi Antarmoda Solo atau Jateng; / Solo or Central Java Intermodal Integration; Pengembangan KRL Access; / Development of KRL Access; Rencana Urban Transport Bogor; / Bogor Urban Transport Plan; Rencana Urban Transport Bali; / Bali Urban Transport Plan; Gojek; Pembentukan <i>Winning Team</i>; / Formation of Winning Team; <i>Update</i> dan <i>Follow up</i> Temuan SPI; / Update and Follow up on SPI Findings; Pengadaan Seragam <i>Branding</i> KAI Commuter; / Procurement of KAI Commuter Branding Uniforms; Penyesuaian Visi/Misi, <i>Tagline</i> dan Mars KCI 2022; / Adjustment of Vision/Mission, Tagline and Mars KCI 2022; Apresiasi Karyawan Berprestasi. / Appreciation for Outstanding Employees. 	<ol style="list-style-type: none"> Roppiq Lutzfi Azhar Wawan Ariyanto Denny Haryanto Adang Sujana Erni Sylviane Purba

No	Tanggal Pelaksanaan / Date of Implementation	Keputusan Rapat / Meeting Resolutions	Peserta Rapat / Meeting Participants
36	2 November 2021 / November 02, 2021	<ol style="list-style-type: none"> 1. <i>Update</i> KA Lokal; / Local Train Update; 2. Gojek; 3. Jaklingko; 4. Pembahasan Kinerja KAI Commuter s.d Oktober 2021; / KAI Commuter Performance Discussion until October 2021; 5. Mitigasi PAM Reska; / PAM Reska Mitigation; 6. Pengembangan <i>Ticketing</i>; / Ticketing Development; 7. SDM (Tunjangan Prestasi TW II, Taspenlife, Progress Assesment, Progress Bispro, Pembentukan Winning Team, Pending Matter CFH di <i>BOD Meeting</i>); / HC (TW II Achievement Allowance, Taspenlife, Progress Assessment, Bispro Progress, Winning Team Formation, CFH Pending Matter at BOD Meeting); 8. Rencana Pemisahan RKAP 2021 KCJ & KCI Holding. / Plan to Separate RKAP 2021 KCJ & KCI Holding. 	<ol style="list-style-type: none"> 1. Roppiq Lutzfi Azhar 2. Wawan Ariyanto 3. Denny Haryanto 4. Adang Sujana 5. Erni Sylviane Purba
37	30 November 2021 / November 30, 2021	<ol style="list-style-type: none"> 1. Pembinaan VP/Manager (Kedisiplinan, Pengembangan Bisnis, Mengubah <i>Mindset, Customer Focus, Digital Leadership, Apresiasi Karyawan</i>); / VP/Manager coaching (Discipline, Business Development, Changing Mindset, Customer Focus, Digital Leadership, Employee Appreciation); 2. Kinerja Perusahaan s.d Nov 2021; / Company Performance up to Nov 2021; 3. SDM: <i>Talent Pool</i> dan KPI (<i>Talent Availibility, Development & Retention, Good Talent Management, Top Executives</i>); / HC: Talent Pool and KPI (Talent Availability, Development & Retention, Good Talent Management, Top Executives); 4. Persiapan Angkutan Nataru (Rencana Operasi, Keamanan, Komersial, Pelayanan). / Christmas and New Year Transport Preparation (Operation Plan, Security, Commercial, Service). 	<ol style="list-style-type: none"> 1. Roppiq Lutzfi Azhar 2. Wawan Ariyanto 3. Denny Haryanto 4. Adang Sujana 5. Erni Sylviane Purba

Rapat Gabungan Dewan Komisaris dan Direksi

Pelaksanaan Rapat Gabungan Dewan Komisaris dan Direksi dilakukan oleh Dewan Komisaris dalam rangka melaksanakan fungsi pengawasan dan pemberian nasihat kepada Direksi. Selama tahun 2021, telah diselenggarakan Rapat Direksi sebanyak 5 kali dengan rincian sebagai berikut:

Joint Meeting of the Board of Commissioners and the Board of Directors

The Joint Meeting of the Board of Commissioners and the Board of Directors is held by the Board of Commissioners in order to carry out the supervisory function and provide advice to the Board of Directors. During 2021, the Board of Directors Meeting has been held 5 times with the following details:

No	Jenis Notulen / Minutes Type	Tanggal Notulen / Minutes Date	Agenda	Daftar Peserta / List of Participants
1	Rapat BOD BOC / BOD BOC Meeting	18 Januari 2021 / January 18, 2021	Persiapan Uji Coba Pengoprasian commuterline Joglo / Joglo commuterline Operation Trial Preparation	<ol style="list-style-type: none"> 1. Komisaris Utama / President Commissioner 2. Komisaris / Commissioner 3. Komisaris / Commissioner 4. CU 5. CF 6. CT 7. CO 8. Sekretaris Perusahaan / Corporate Secretary 9. Sekretaris Dewan Komisaris / BOC Secretary
2	Rapat BOD BOC / BOD BOC Meeting	18 Februari 2021 / February 18, 2021	<ol style="list-style-type: none"> 1. Laporan Kinerja Perusahaan s.d Januari 2021; / Company Performance Report up to January 2021; 2. Update Pengoperasian commuterline Joglo; / Joglo commuterline Operation Update; 3. Usulan Pejabat VP SPI; / Proposal of VP SPI Official/ 	<ol style="list-style-type: none"> 1. Komisaris Utama / President Commissioner 2. Komisaris / Commissioner 3. Komisaris / Commissioner 4. Komisaris / Commissioner 5. CU 6. CF 7. CT 8. CO 9. Sekretaris Perusahaan / Corporate Secretary 10. Sekdekom / BOC Secretary
3	Rapat BOD BOC / BOD BOC Meeting	29 April 2021 / April 29, 2021	<ol style="list-style-type: none"> 1. Laporan Kinerja s.d Maret 2021; / Performance Report up to March 2021; 2. Rencana Pendirian Anak Perusahaan Commuter Jabodetabek; / Plan to Establish Jabodetabek Commuter Subsidiary; 3. LTPA. 	<ol style="list-style-type: none"> 1. PLT Komisaris Utama / Act. President Commissioner 2. Komisaris / Commissioner 3. Komisaris / Commissioner 4. Komisaris / Commissioner 5. PLT Direktur Utama / Act. President Director 6. PLT Direktur Keuangan / Act. Director of Finance 7. Direktur Teknik / Technical Director 8. Direktur Operasi dan Pemasaran / Director of Operations and Marketing 9. Sekretaris Perusahaan / Corporate Secretary 10. Sekretaris Dewan Komisaris / BOC Secretary

No	Jenis Notulen / Minutes Type	Tanggal Notulen / Minutes Date	Agenda	Daftar Peserta / List of Participants
4	Rapat BOD BOC / BOD BOC Meeting	29 September 2021 / September 29, 2021	<ol style="list-style-type: none"> Perkenalan Direksi Baru; / Introduction of the New Directors; Laporan Kinerja s.d Bulan Agustus 2021; / Performance Report up to August 2021; Stress Test Dampak Covid-19 Terhadap Kinerja KAI Commuter Tahun 2021; / Stress Test on the Impact of Covid-19 on KAI Commuter's Performance in 2021; Implementasi Integrasi Sistem Pembayaran Antarmoda. / Implementation of Intermodal Payment System Integration. 	<ol style="list-style-type: none"> PLT Komisaris Utama / Act. President Commissioner Komisaris / Commissioner Komisaris / Commissioner Komisaris / Commissioner PLT Direktur Utama / Act. President Director PLT Direktur Keuangan / Act. Director of Finance Direktur Teknik / Technical Director Direktur Operasi dan Pemasaran / Director of Operations and Marketing Sekretaris Perusahaan / Corporate Secretary Sekretaris Dewan Komisaris / BOC Secretary
5	Rapat BOD BOC / BOD BOC Meeting	02 Desember 2021 / December 02, 2021	<ol style="list-style-type: none"> Laporan Kinerja s.d Bulan November 2021; / Performance Report up to November 2021; Kajian Legal dan Resiko Pengelolaan KA Lokal Wilayah 2 & 8. / Legal and Risk Assessment of Local Railway Management Regions 2 & 8. 	<ol style="list-style-type: none"> PLT Komisaris Utama / Act. President Commissioner Komisaris / Commissioner Komisaris / Commissioner Komisaris / Commissioner PLT Direktur Utama / Act. President Director PLT Direktur Keuangan / Act. Director of Finance Direktur Teknik / Technical Director Direktur Operasi dan Pemasaran / Director of Operations and Marketing Sekretaris Perusahaan / Corporate Secretary Sekretaris Dewan Komisaris / BOC Secretary

Rapat Komite

Committee Meeting

No	Tanggal / Date	Perihal / Subject
1	6 Januari 2021 / January 6, 2021	<ul style="list-style-type: none"> Progress Audit Laporan Keuangan Tahun 2020 oleh KAP; / Progress Audit of Financial Statements 2020 by KAP; Progress Valuasi Saham LinkAja oleh KJPP. / LinkAja Stock Valuation Progress by KJPP.
2	1 April 2021 / April 1, 2021	<ul style="list-style-type: none"> Evaluasi Efektivitas Kinerja KAP Audit Laporan Keuangan KAI Commuter Tahun 2020; / Evaluation of the Effectiveness of the Performance of KAP Audit of KAI Commuter's Financial Statements in 2020; Review Laporan Keuangan KAI Commuter Tahun 2020 Audited dan Temuan/ Management Letter. / Review of KAI Commuter's 2020 Audited Financial Statements and Findings/Management Letter.

No	Tanggal / Date	Perihal / Subject
3	14 April 2021 / April 14, 2021	Progres Penyesuaian RJPP KAI Commuter Tahun 2020-2024 / KAI Commuter RJPP Adjustment Progress for 2020-2024
4	6 Mei 2021 / May 6, 2021	<ul style="list-style-type: none"> • Progres Implementasi Kebijakan <i>Enter Prise Management</i> (ERM); / Progress of Enter Prise Management (ERM) Policy Implementation; • Progres Implementasi Kebijakan Pengendalian Internal. / Progress of Internal Control Policy Implementation.
5	23 Juli 2021 / July 23, 2021	<ol style="list-style-type: none"> a. Progres Implementasi Kebijakan Pengendalian Internal; / Internal Control Policy Implementation Progress; b. Kebijakan dan Implementasi Remunerasi KAI Commuter; / KAI Commuter's Remuneration Policy and Implementation; c. Progres Implementasi Kebijakan <i>Enterprise Risk Management</i> (ERM). / Enterprise Risk Management (ERM) Policy Implementation Progress.
6	28 Juli 2021 / July 28, 2021	<ol style="list-style-type: none"> a. Kebijakan dan implementasi pengadaan barang & jasa; /Policy and implementation of procurement of goods & services; b. Kebijakan dan implementasi mutu & pelayanan. / Policy and implementation of quality & service.
7	14 Agustus 2021 / August 14, 2021	<ol style="list-style-type: none"> a. Kebijakan dan Implementasi Program Teknologi Informasi s.d Juli 2021; / Information Technology Program Policy and Implementation until July 2021; b. Kebijakan dan Implementasi Program Akuntansi dan Penyusunan Laporan Keuangan s.d Juli 2021. / Policy and Implementation of Accounting Program and Financial Statement Preparation until July 2021.
8	23 September 2021 / September 23, 2021	Laporan Kinerja s.d Bulan Agustus 2021 / Performance Report up to August 2021
9	30 September 2021 / September 30, 2021	Pembahasan Laporan Hasil Audit atas Perawatan Sarana dan Pendapatan Non <i>Fare Box</i> di Lingkungan KAI Commuter / Discussion of the Audit Report on Facility Maintenance and Non-Fare Box Revenue within KAI Commuter
10	17 Oktober 2021 / October 17, 2021	<ol style="list-style-type: none"> a. Kebijakan Nominasi & Talenta serta Implementasi; / Nomination & Talent Policy and Implementation; b. Kebijakan Kepatuhan Perusahaan Terhadap UU, Anggaran Dasar Perjanjian dan Komitmen serta Implementasinya. / Company Compliance Policy Against Laws, Articles of Association Agreements and Commitments and Their Implementation.
11	10 November 2021 / November 10, 2021	<ol style="list-style-type: none"> 1. Transaksi atau Tindakan Dalam Lingkup Kewenangan Dekom dan RUPS dalam Perspektif Legal Korporasi; / Transactions or Actions within the Scope of Authority of the Board of Commissioners and GMS in the Legal Perspective of the Corporation; 2. Kebijakan Penerapan Tata Kelola Perusahaan dan Implementasinya. / Policy on the Implementation of Good Corporate Governance and its Implementation.
12	16 Desember 2021 / December 16, 2021	<ol style="list-style-type: none"> 1. RKA Dekom 2022; / 2022 BOC RKA; 2. Tanggapan Dekom Kepada Pemegang Saham atas RKAP 2022; / Response of the Board of Commissioners to Shareholders on the 2022 RKAP; 3. Telaah Dekom atas Tata Kelola. / Review the Board of Commissioners on Governance.

HUBUNGAN AFILIASI, RANGKAP JABATAN, DAN KEPEMILIKAN SAHAM

Hubungan Keuangan dan Keluarga Anggota Dewan Komisaris dan Direksi

Hubungan afiliasi dalam Perseroan telah diatur dalam Kode Etik dengan tujuan menghindari konflik kepentingan antar sesama insan PT Kereta Commuter Indonesia sebagai pribadi dan untuk kepentingan Perseroan. Insan Perseroan tidak diperbolehkan:

- Memiliki hubungan pekerjaan maupun pribadi termasuk istri/suami, anak, orang tua, sedarah dan/atau semenda sampai derajat/tingkat kedua, yang secara aktif menjadikannya pengambil keputusan di rekanan, perusahaan rekanan atau calon rekanan, perusahaan sejenis maupun pesaing.
- Memiliki saham/kepemilikan dalam badan usaha yang menjadi mitra atau pesaing yang dapat memengaruhi pengambilan keputusan termasuk istri/suami, anak, orang tua, sedarah dan/atau semenda sampai derajat/tingkat kedua.

AFFILIATIONS, CONCURRENT POSITIONS, AND SHARE OWNERSHIP

Financial and Family Relations of Members of the Board of Commissioners and the Board of Directors

Affiliate relationships within the Company have been regulated in the Code of Conduct with the aim of avoiding conflicts of interest among others fellow personnel of PT Kereta Commuter Indonesia as individuals and for the benefit of the Company. The Company's personnel are not allowed to:

- Have a work or personal relationship including wife/husband, children, parents, blood and/or marriage to the second degree/level, which actively makes him or her the decision maker in partners, partner companies or potential partners, similar companies or competitors.
- Have shares/ownership in business entities that are partners or competitors that can influence decision making including wife/husband, children, parents, blood and/or marriage to the second degree/level.

Hubungan Afiliasi Dewan Komisaris

Board of Commissioners Affiliations

Nama / Name	Hubungan Keuangan dan/atau Kepengurusan dengan / Financial and/or Management Relations with			Hubungan Keluarga dengan / Family Relationship with			Hubungan Kepemilikan Saham / Share Ownership Relationship		
	Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors	Pemegang Saham Utama dan Pengendali / Majority and Controlling Shareholders	Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors	Pemegang Saham Utama dan Pengendali / Majority and Controlling Shareholders	Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors	Pemegang Saham Utama dan Pengendali / Majority and Controlling Shareholders
Maqin U Norhadi	-	-	✓	-	-	-	-	-	-
Dadan Rudiansyah	-	-	✓	-	-	-	-	-	-
Edy Widyaya	-	-	-	-	-	-	-	-	-
John Robertho	-	-	✓	-	-	-	-	-	-
Danto Restyawan	-	-	-	-	-	-	-	-	-

Hubungan Afiliasi Direksi

Board of Directors Affiliation

Nama / Name	Hubungan Keuangan dan/atau Kepengurusan dengan / Financial and/or Management Relations with			Hubungan Keluarga dengan / Family Relationship with			Hubungan Kepemilikan Saham / Share Ownership Relationship		
	Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors	Pemegang Saham Utama dan Pengendali / Majority and Controlling Shareholders	Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors	Pemegang Saham Utama dan Pengendali / Majority and Controlling Shareholders	Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors	Pemegang Saham Utama dan Pengendali / Majority and Controlling Shareholders
Wiwik Widayanti	-	-	-	-	-	-	-	-	-
Mukti Jauhari	-	-	-	-	-	-	-	-	-
Roppiq Lutzfi Azhar	-	-	-	-	-	-	-	-	-
Wawan Ariyanto	-	-	-	-	-	-	-	-	-
M. Widodo	-	-	-	-	-	-	-	-	-
Adang Sujana	-	-	-	-	-	-	-	-	-
Denny Haryanto	-	-	-	-	-	-	-	-	-

RANGKAP JABATAN

Rangkap Jabatan Dewan Komisaris

Rangkap jabatan Dewan Komisaris diatur berdasarkan Pasal 14 ayat 29 Anggaran Dasar Perseroan. Anggota Dewan Komisaris dilarang memangku jabatan rangkap sebagai:

- Pengurus partai politik dan/atau anggota legislatif dan/atau calon kepala daerah/wakil kepala daerah;
- Jabatan lain yang menimbulkan benturan kepentingan.

CONCURRENT POSITION

Board of Commissioners Concurrent Position

Concurrent positions of the Board of Commissioners are regulated based on Article 14 paragraph 29 of the Company's Articles of Association. Members of the Board of Commissioners are prohibited from holding concurrent positions as:

- Political party administrators and/or legislative members and/or regional head/deputy regional head candidates;
- Other positions that cause conflict of interest.

Rangkap Jabatan Dewan Komisaris

Board of Commissioners Concurrent Position

Nama / Name	Rangkap Jabatan / Concurrent Position	
	Jabatan pada Perseroan/Instansi Lain / Position in Other Companies/Institutions	Nama Perseroan/Instansi Lain / Names of Other Companies/Institutions
Maqin U Norhadi	Direktur Niaga / Director of Commerce	PT Kereta Api Indonesia (Persero)
Dadan Rudiansyah	Direktur Niaga / Director of Commerce	PT Kereta Api Indonesia (Persero)
Edy Widyaya	Pengendali Kelompok pada Asisten Deputi Bidang Industri Mineral dan Batubara / Interest Group for Deputy Assistant of Mineral and Coal Industries	Kementerian BUMN / Ministry of SOE
John Robertho	Direktur Keselamatan dan Keamanan / Director of Safety and Security	PT Kereta Api Indonesia (Persero)
Danto Restyawan	Direktur Lalu Lintas dan Angkutan Kereta Api / Director of Traffic and Railroad	Kementerian Perhubungan / Ministry of Transportation

Rangkap Jabatan Direksi

Untuk menghindari kemungkinan terjadi benturan kepentingan, anggota Direksi dilarang memegang jabatan rangkap sebagai berikut:

- Anggota Direksi pada BUMN, Badan Usaha Milik Daerah, Badan Usaha Milik Swasta;
- Anggota Dewan Komisaris pada BUMN lain;
- Jabatan struktural dan fungsional lainnya pada instansi/lembaga pemerintah pusat dan atau daerah;
- Pengurus partai politik dan/atau calon/anggota legislatif dan/atau calon kepala daerah/wakil kepala daerah dan/ atau kepala daerah/wakil kepala daerah; atau
- Jabatan lain yang dapat menimbulkan benturan kepentingan.

Perangkapan jabatan selain yang telah disebutkan di atas tetap memerlukan persetujuan dari rapat Dewan Komisaris. Anggota Direksi Perseroan juga dilarang memegang jabatan rangkap sebagai Anggota Dewan Komisaris pada lebih dari 1 Badan Usaha Swasta (Pasal 36 Permen BUMN No. 1/2012).

Concurrent Position of the Board of Directors

To avoid the possibility of a conflict of interest, members of the Board of Directors are prohibited from holding concurrent positions as follows:

- Members of the Board of Directors in SOEs, Regional Owned Enterprises, Private Owned Enterprises;
- Members of the Board of Commissioners in other SOEs;
- Other structural and functional positions in central and or regional government agencies/institutions;
- Political party administrators and/or legislative candidates/members and/or regional head/deputy regional heads and/or regional heads/deputy regional heads; or
- Other positions that may cause a conflict of interest.

Concurrent positions other than those mentioned above still require approval from the Board of Commissioners meeting. Members of the Company's Board of Directors are also prohibited from holding concurrent positions as members of the Board of Commissioners in more than 1 Private Business Entity (Article 36 of SOE Ministerial Regulation No. 1/2012).

Rangkap Jabatan Direksi

Concurrent Position of the Board of Directors

Nama / Name	Rangkap Jabatan / Concurrent Position	
	Jabatan pada Perseroan/Instansi Lain / Position in Other Company/Institution	Nama Perseroan/Instansi Lain / Name of Other Company/Institution
Wiwik Wldayanti	Tidak ada / None	Tidak ada / None
Mukti Jauhari	Tidak ada / None	Tidak ada / None
Roppiq Lutzfi Azhar	Tidak ada / None	Tidak ada / None
Wawan Ariyanto	Tidak ada / None	Tidak ada / None
M. Widodo	Tidak ada / None	Tidak ada / None
Adang Sujana	Tidak ada / None	Tidak ada / None
Denny Haryanto	Tidak ada / None	Tidak ada / None

KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

Keberagaman Komposisi Dewan Komisaris

DIVERSITY IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS Composition Diversity of the Board of Commissioners

Nama / Name	Jabatan / Position	Usia per 31 Desember 2021 / Age, as of December 31, 2021	Tingkat Pendidikan Terakhir / Last Education Level			Keahlian / Expertise				
			S1 / Bachelors	S2 / Masters	S3 / Doctorate	Manajemen Keuangan / Financial Management	Hukum / Law	SDM / HC	Sosial Politik / Social - Politic	Teknik Perkeretaapian / Railway Engineering
Maqin U Norhadi	Komisaris Utama / President Commissioner	51	✓	✓		✓				
Dadan Rudiansyah	PLT Komisaris Utama / Act. President Commissioner	49	✓				✓			
Edy Widyaya	Komisaris / Commissioner	49	✓	✓		✓	✓			
John Robertho	Komisaris / Commissioner	58	✓							✓
Danto Restyawan	Komisaris / Commissioner	57	✓	✓						✓

Keberagaman Komposisi Direksi

Composition Diversity of the Board of Directors

Nama / Name	Jabatan / Position	Usia per 31 Desember 2021 / Age, as of December 31, 2021	Tingkat Pendidikan Terakhir / Last Education Level			Keahlian / Expertise				
			S1 / Bachelors	S2 / Masters	S3 / Doctorate	Manajemen Keuangan / Financial Management	Hukum / Law	SDM / HC	Sosial Politik / Social - Politic	Teknik Perkeretaapian / Railway Engineering
Wiwik Widayanti	Direktur Utama / President Director	57	✓	✓		✓				✓
Mukti Jauhari	PLT Direktur Utama / Act. President Director	55	✓							✓

Nama / Name	Jabatan / Position	Usia per 31 Desember 2021 / Age, as of December 31, 2021	Tingkat Pendidikan Terakhir / Last Education Level			Keahlian / Expertise				
			S1 / Bachelors	S2 / Masters	S3 / Doctorate	Manajemen Keuangan / Financial Management	Hukum / Law	SDM / HC	Sosial Politik / Social - Politic	Teknik Perkeretaapian / Railway Engineering
Roppiq Lutzfi Azhar	PLT Direktur Utama / Act. President Director	46	✓							✓
Wawan Ariyanto	Direktur Operasi dan Pemasaran / Director of Operations and Marketing	52	✓			✓				
M. Widodo	Direktur Keuangan / Director of Finance	48	✓			✓				
Adang Sujana	PLT Direktur Keuangan / Act. Director of Finance	53	✓	✓		✓				✓
Denny Haryanto	PLT Direktur Teknik / Act. Technical Director	47	✓	✓						✓

KOMITE-KOMITE DI BAWAH DEWAN KOMISARIS

KOMITE AUDIT

Komite Audit bertugas untuk membantu Dewan Komisaris dalam melakukan pengawasan khususnya terkait aktivitas audit internal dan eksternal serta pengendalian kinerja Perusahaan secara umum. Berdasarkan Surat Keputusan Dewan Komisaris Nomor: SK.007/KOM/KCI/VIII/2020 tanggal 12 Agustus 2020 tentang Struktur Komite Audit PT Kereta Commuter Indonesia, dengan susunan sebagai berikut:

COMMITTEES UNDER THE BOARD OF COMMISSIONERS

AUDIT COMMITTEE

The Audit Committee is assigned to support the Board of Commissioners for its supervisory duties especially in relation with activities of internal and external audit as well as audit on the Company's performance in general. Based on the Decree of the Board of Commissioners of PT Kereta Commuter Indonesia No. SK.007/KOM/KCI/VIII/2020 dated August 12, 2020 concerning the Audit Committee Structure of PT Kereta Commuter Indonesia, the composition of the Audit Committee is as follows:

- a. Ketua : Edy Widyaya selaku Komisaris
b. Anggota : Johny Sudharmono
Diangkat kembali berdasarkan Surat Keputusan Dewan Komisaris Nomor SK.005/KOM/KCI/V/2020 tanggal 15 Mei 2020
c. Anggota : Bimo Poerwadi
Diangkat kembali berdasarkan Surat Keputusan Dewan Komisaris Nomor SK.004/KOM/KCI/V/2020 tanggal 1 Mei 2020

- a. Head : Edy Widyaya, also serving as Commissioner
b. Member : Johnny Sudharmono
Reappointed based on the Decree of the Board of Commissioners No. SK.005/KOM/KCI/V/2020 dated May 15, 2020
c. Member: Bimo Poerwadi
Reappointed based on the Decree of the Board of Commissioners No. SK.004/KOM/KCI/V/2020 dated May 1, 2020

Profil Anggota Komite Audit

Audit Committee Member Profile



JOHNY SUDHARMONO
Anggota Komite Audit
Audit Committee Member

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/ Place & Date of Birth	64/Solo, 10 Oktober 1957 / 64/Solo, October 10, 1957
Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> S1 Manajemen, Universitas Sebelas Maret Surakarta, 1983 / Bachelors in Management, Universitas Sebelas Maret Surakarta, 1983 S2 Sumber Daya Manusia, Sekolah Tinggi Manajemen IMMI Jakarta, 2005 / Masters in Human Resources, Sekolah Tinggi Manajemen IMMI Jakarta, 2005 S3 Manajemen Strategik, Institut Bisnis & Informatika Indonesia Jakarta, 2010 / Doctorate in Strategic Management, Institut Bisnis & Informatika Indonesia Jakarta, 2010
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Kereta Commuter Indonesia Nomor: SK.005/KOM/KCI/V/2020 Tanggal 15 Mei 2020 / Decree of the Board of Commissioners of PT Kereta Commuter Indonesia No. SK.005/KOM/KCI/V/2020 dated May 15, 2020
Pengalaman Kerja / Employment History	<ul style="list-style-type: none"> Dosen Universitas Tarumanagara (2015-sekarang) / Lecturer at Universitas Tarumanagara (2015-present) JSM Management Consultant (1999-sekarang / present) Dewan Komisaris dan Ketua Komite Audit PT Rekayasa Industri (2011-2016) / Bord of Commissioner Member and Audit Committee Head at PT Rekayasa Industri (2011-2016) Direktur Utama PT Mega Eltra (2004-2010) / President Director at PT Mega Eltra (2004-2010)
Jabatan Rangkap / Concurrent Position	Tidak ada / None

Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, the Board of Commissioners and the Shareholders
Domisili / Domicile	Tangerang, Indonesia



BIMO POERWADI

Anggota Komite Audit
Audit Committee Member

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/ Place & Date of Birth	57/Jakarta, 12 April 1964 / 57/Jakarta, April 12, 1964
Riwayat Pendidikan / Educational Background	S1 Teknik Mesin, Universitas Indonesia, 1990 / Bachelors in Mechanical Engineering, Universitas Indonesia, 1990
Dasar Hukum Penunjukkan / Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Kereta Commuter Indonesia Nomor: SK.004/KOM/KCI/V/2020 Tanggal 1 Mei 2020 / Decree of the Board of Commissioners of PT Kereta Commuter Indonesia No. SK.004/KOM/KCI/V/2020 dated May 1, 2020
Pengalaman Kerja / Employment History	<ul style="list-style-type: none"> Trainer PT Kereta Api Indonesia (Persero) (2020) Kepala Divisi Regional III Palembang (2019-2020) / Head of Regional Division III Palembang (2019-2020) Direktur PT Reska Multi Usaha (2019) / Director at PT Reska Multi Usaha (2019) EVP Daop 8 Surabaya (2018-2019)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, the Board of Commissioners and the Shareholders
Domisili / Domicile	Cimahi, Indonesia

Pedoman Kerja Komite Audit

Komite Audit memiliki Piagam (*Charter*) berdasarkan Surat Keputusan Dewan Komisaris Nomor: SK.001/KOM/KCI/I/2020 tentang Penetapan Piagam Komite Audit dalam melaksanakan tugasnya. Berikut beberapa hal yang diatur dalam piagam tersebut:

1. Struktur Komite Audit
2. Keanggotaan Komite Audit
3. Fungsi, Tugas dan Tanggung Jawab

Audit Committee Work Guidelines

The Audit Committee has a Charter based on the Decree of the Board of Commissioners Number: SK.001/KOM/KCI/I/2020 concerning the Stipulation of the Audit Committee Charter in carrying out its duties. Matters regulated in the charter include:

1. Audit Committee Structure
2. Audit Committee Membership
3. Functions, Duties and Responsibilities

- | | |
|---------------------------------------|--|
| 4. Wewenang | 4. Authorities |
| 5. Hubungan Dengan Pihak yang Terkait | 5. Relationship with Related Parties |
| 6. Rapat Komite Audit | 6. Audit Committee Meeting |
| 7. Laporan Komite Audit | 7. Audit Committee Report |
| 8. Konflik Kepentingan dan Kode Etik | 8. Conflicts of Interest and Code of Conduct |
| 9. Evaluasi | 9. Evaluation |

Independensi Komite Audit

Audit Committee Independence

Pernyataan Independensi / <i>Statement of Independence</i>	Edy Widjaya	Johny Sudharmono	Bimo Poerwadi
Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non asuransi, jasa penilai dan/atau jasa konsultasi lain kepada KAI Commuter dalam waktu 6 (enam) bulan terakhir; / Not a member of a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or other party providing insurance services, non-insurance services, assessment services and/or other consulting services to KAI Commuter within the last 6 (six) months;	✓	✓	✓
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan KAI Commuter dalam waktu 6 (enam) bulan terakhir (kecuali Komisaris Independen); / Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of KAI Commuter within the last 6 (six) months (except Independent Commissioner);	✓	✓	✓
Tidak mempunyai saham langsung maupun tidak langsung di KAI Commuter; / Has no direct or indirect shares in KAI Commuter;	✓	✓	✓
Keluarga tidak mempunyai saham langsung maupun tidak langsung di KAI Commuter; / Has no family members with direct or indirect shares in KAI Commuter;	✓	✓	✓
Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham KAI Commuter; / Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or Shareholders of KAI Commuter;	✓	✓	✓
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha KAI Commuter; / Has no direct or indirect business relationship in relation with the business activities of KAI Commuter;	✓	✓	✓
Tidak menjabat sebagai pengurus partai politik dan/atau calon/anggota legislatif dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah; / Not serving as an administrator of a political party and/or candidate/member of the legislature and/or is a candidate or serving as the head/deputy head of the regional government;	✓	✓	✓
Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di KAI Commuter. / Holds no other positions that may cause a conflict of interest related to positions at KAI Commuter.	✓	✓	✓

Tugas, Tanggung Jawab dan Wewenang Komite Audit

Audit Committee Duties, Responsibilities, and Authorities

Tugas dan Tanggung Jawab / <i>Duties and Responsibilities</i>	Wewenang / <i>Authorities</i>
<ol style="list-style-type: none"> Membantu Dewan Komisaris dalam bidang pengawasan dan pengendalina agar Perseroan dapat berjalan sesuai dengan prinsip GCG secara menyeluruh, serta membantu meningkatkan efektivitas dan obyektivitas dalam penerapannya di lingkungan Perseroan; / Assist the Board of Commissioners in the supervisory and control duties so that the Company can run in accordance with the principles of GCG as a whole, as well as support the improvement of effectiveness and objectivity in its implementation within the Company; Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan oleh Perseroan antara lain Laporan Keuangan, Proyeksi dan Laporan lainnya tgerkait informasi keuangan; / Review the financial information to be issued by the Company, including Financial Statements, Projections and other reports related to financial information; Meminta dan memperoleh keterangan dari Direksi, pejabat maupun karyawan Perusahaan; / Request and obtain information from the Board of Directors, officers and employees of the Company; Membantu Dewan Komisaris dalam memastikan efektivitas Sistem Pengendalian Intern, Sistem Teknologi Informasi, serta efektivitas pelaksanaan tugas Satuan Pengawasan Intern dan Auditor Eksternal; / Assist the Board of Commissioners in ensuring the effectiveness of the Internal Control System, Information Technology System, as well as the effectiveness of the implementation of the duties of the Internal Audit Unit and External Auditor; Melakukan evaluasi terhadap pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh SPI maupun Audit Eksternal; / Evaluate the implementation of activities as well as the results of audits carried out by SPI and External Audit; Memberikan rekomendasi mengenai penyempurnaan Sistem Pengendalian Intern serta pelaksanaannya; / Provide recommendations regarding the improvement of the Internal Control System and its implementation; Memastikan telah terdapat prosedur evaluasi yang memadai terhadap segala informasi yang dikeluarkan Perusahaan; / Ensure an adequate evaluation procedure for all information issued by the Company; Membantu Dewan Komisaris dalam mengkaji kebijakan GCG secara menyeluruh yang disusun oleh Direksi serta menilai efektivitas penerapannya; / Assist the Board of Commissioners in reviewing the overall GCG policy prepared by the Board of Directors and assessing the effectiveness of its implementation; Memastikan seluruh aktivitas Perusahaan selalu berlandaskan prinsip-prinsip GCG dan etika bisnis yang sehat; / Ensure that all Company activities are always based on GCG principles and sound business ethics; 	<ol style="list-style-type: none"> Mengakses dokumen, data dan informasi Perseroan tentang karyawan, dana, aset, dan sumber daya Perseroan yang diperlukan; / Access the Company's documents, data and information about the Company's employees, funds, assets, and resources as needed; Mengusulkan kepada Dewan Komisaris, Kantor Akuntan Publik yang akan dipilih untuk melaksanakan fungsi audit eksternal; / Propose the Public Accounting Firm that will be selected to carry out the external audit function to the Board of Commissioners; Berkomunikasi langsung untuk meminta dan memperoleh keterangan dari Direksi, pejabat, maupun karyawan terkait tugas dan tanggung jawab komite audit; / Communicate directly to request and obtain information from the Board of Directors, officials, and employees regarding the duties and responsibilities of the audit committee; Mendapatkan informasi yang dibutuhkan dari SPI maupun Auditor Eksternal Perseroan; / Obtain the required information from SPI and the Company's External Auditor; Mengadakan pemeriksaan khusus atas hasil audit SPI maupun audit eksternal Perseroan (apabila diperlukan); / Conduct special inspection on the results of the SPI audit and the Company's external audit (if necessary); Memberikan penugasan kepada SPI dan atau pihak ketiga yang dianggap kompeten atau ahli untuk melakukan penelitian, pengujian dan memberikan pendapat atas suatu masalah terkait dengan Perseroan; / Give assignments to SPI and or third parties who are considered competent or experts to conduct research, test and provide opinions on a problem related to the Company; Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris. / Perform other authorities given by the Board of Commissioners.

Tugas dan Tanggung Jawab / Duties and Responsibilities	Wewenang / Authorities
10. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas Dewan Komisaris lainnya; / Identify matters that require the attention of the Board of Commissioners and other duties of the Board of Commissioners;	
11. Melaksanakan tugas-tugas lainnya yang diberikan oleh Dewan Komisaris. / Carry out other duties assigned by the Board of Commissioners.	

Program dan Realisasi Komite Audit **Audit Committee Work Programs and Its Realization**

No	Program Kerja / Work Program	Satuan / Unit	Target	Realisasi / Realization	Capaian / Achievement
1	Evaluasi efektivitas Sistem Pengendalian Internal dan Kepatuhan / Evaluation on the Effectivity of Compliance and Internal Audit System	1	1	1	1
2	Evaluasi efektivitas tugas Auditor Eksternal & Internal / Evaluation on the Effectivity of External & Internal Auditor Duties	1	1	1	1
3	Evaluasi status tindak lanjut temuan Auditor Eksternal & Internal / Evaluation on the follow-up status of External & Internal Auditor findings	3	3	3	3
4	Evaluasi PKAT – SPI 2022 / Evaluation of PKAT – SPI 2022	1	1	1	1
5	Evaluasi efektivitas penerapan GCG 2020/2021 / Evaluation of the Effectivity of the 2020/2021 GCG Implementation	1	1	1	1
6	Rapat Komite Audit / Audit Committee Meeting	12	12	12	12
7	Pelatihan / Training	2	2	2	2
8	Self-Assessment Komite Audit 2021 / 2021 Audit Committee Self-Assessment	1	1	1	1

Frekuensi Kehadiran Rapat Komite Audit **Audit Committee Meeting Attendance Frequency**

No	Nama / Name	Jabatan / Position	Total Kewajiban Rapat / Total Mandatory Meetings	Jumlah Kehadiran / Total Attendance	Persentase (%) / Percentage (%)
1	Edy Widyaya	Ketua Komite Audit / Audit Committee Head	12	12	100%
2	Johny Sudharmono	Anggota Komite Audit / Audit Committee Member	12	12	100%
3	Bimo Poerwadi	Anggota Komite Audit / Audit Committee Member	12	12	100%

KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi bertugas untuk mengelola kebijakan nominasi dan remunerasi secara umum serta pengelolaan talenta (*Talent Management*) Perusahaan sesuai dengan peraturan. Berdasarkan Surat Keputusan Dewan Komisaris Nomor: SK.005/KOM/KCI/V/2021 tanggal 08 Mei 2021 tentang Struktur Komite Nominasi dan Remunerasi PT Kereta Commuter Indonesia, dengan susunan sebagai berikut:

- a. Ketua : Dadan Rudiansyah selaku Plt Komisaris Utama
- b. Anggota : John Robertho selaku Komisaris
- c. Anggota : Sofyan Hasan

Diangkat berdasarkan Surat Keputusan Dewan Komisaris Nomor: SK.003/KOM/KCI/IV/2020 tanggal 1 April 2020.

Profil Anggota Komite Nominasi dan Remunerasi



SOFYAN HASAN

Anggota Komite Nominasi dan Remunerasi
 Nomination and Remuneration Committee Member

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/ Place & Date of Birth	57/Jakarta, 25 Maret 1964 / 57/Jakarta, March 25, 1964
Riwayat Pendidikan / Educational Background	S1 Ekonomi, 1998 / Bachelors in Economics, 1998

NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee is in charge of managing the nomination and remuneration policies in general as well as the Company's Talent Management in accordance with the prevailing regulations. Based on the Decree of the Board of Commissioners No. SK.005/KOM/KCI/V/2021 dated May 8, 2021 concerning the Nomination and Remuneration Committee Structure of PT Kereta Commuter Indonesia, composition of the Nomination and Remuneration Committee is as follows:

- a. Head : Dadan Rudiansyah, also serving as Act. President Commissioner
- b. Member : John Robertho, also serving as Commissioner
- c. Member : Sofyan Hasan

Appointed based on the Decree of the Board of Commissioners No. SK.003/KOM/KCI/IV/2020 dated April 1, 2020

Nomination and Remuneration Committee Member Profile

Dasar Hukum Penunjukkan / Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Kereta Commuter Indonesia Nomor: SK.003/KOM/KCI/IV/2020 Tanggal 1 April 2020 / Decree of the Board of Commissioners of PT Kereta Commuter Indonesia No. SK.003/KOM/KCI/IV/2020 dated April 1, 2020
Pengalaman Kerja / Employment History	<ul style="list-style-type: none"> Deputy EVP I Daop 1 Jakarta (2017) Senior Manager Fasilitas Penumpang Daop 1 Jakarta (2016-2017) / Senior Manager of Passenger Facilities at Daop 1 Jakarta (2016-2017) Senior Manager Pelayanan Divre III Palembang (2015-2016) / Senior Manager of Service at Regional Division III Palembang (2015-2016)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, the Board of Commissioners and the Shareholders
Domisili / Domicile	Bekasi, Indonesia

Pedoman Kerja Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi memiliki Piagam (*Charter*) berdasarkan Surat Keputusan Dewan Komisaris Nomor: SK.006/KOM/KCI/V/2021 tentang Penetapan Piagam Komite Nominasi dan Remunerasi dalam melaksanakan tugasnya. Berikut beberapa hal yang diatur dalam piagam tersebut:

1. Struktur Komite Nominasi dan Remunerasi
2. Keanggotaan Komite Nominasi dan Remunerasi
3. Tanggung Jawab Nominasi dan Remunerasi
4. Tugas Nominasi dan Remunerasi
5. Wewenang, Hak, dan Kewajiban Nominasi dan Remunerasi
6. Rapat Komite Nominasi dan Remunerasi
7. Konflik Kepentingan dan Kode Etik
8. Evaluasi

Independensi Komite Nominasi dan Remunerasi

Pernyataan Independensi / Statement of Independence	Dadan Rudiansyah	John Robertho	Sofyan Hasan
Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non asuransi, jasa penilai dan/atau jasa konsultasi lain kepada KAI Commuter dalam waktu 6 (enam) bulan terakhir; / Not a member of a Public Accounting Firm, Legal Consulting Firm, Public Appraisal Service Office or other party providing insurance services, non-insurance services, assessment services and/or other consulting services to KAI Commuter within the last 6 (six) months;	✓	✓	✓

Nomination and Remuneration Committee Work Guidelines

The Nomination and Remuneration Committee has a Charter based on the Decree of the Board of Commissioners Number: SK.006/KOM/KCI/V/2021 concerning the Stipulation of the Nomination and Remuneration Committee Charter in carrying out its duties. Matters regulated in the charter include:

1. Nomination and Remuneration Committee Structure
2. Nomination and Remuneration Committee Membership
3. Nomination and Remuneration Responsibilities
4. Nomination and Remuneration Duties
5. Nomination and Remuneration Authorities, Rights, and Obligations
6. Nomination and Remuneration Committee Meeting
7. Conflicts of Interest and Code of Conduct
8. Evaluation

Nomination and Remuneration Committee Independence

Pernyataan Independensi / <i>Statement of Independence</i>	Dadan Rudiansyah	John Robertho	Sofyan Hasan
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan KAI Commuter dalam waktu 6 (enam) bulan terakhir (kecuali Komisaris Independen); / Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of KAI Commuter within the last 6 (six) months (except Independent Commissioner);	✓	✓	✓
Tidak mempunyai saham langsung maupun tidak langsung di KAI Commuter; / Has no direct or indirect shares in KAI Commuter;	✓	✓	✓
Keluarga tidak mempunyai saham langsung maupun tidak langsung di KAI Commuter; / Has no family members with direct or indirect shares in KAI Commuter;	✓	✓	✓
Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham KAI Commuter; / Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or Shareholders of KAI Commuter;	✓	✓	✓
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha KAI Commuter; / Has no direct or indirect business relationship in relation with the business activities of KAI Commuter;	✓	✓	✓
Tidak menjabat sebagai pengurus partai politik dan/atau calon/anggota legislatif dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah; / Not serving as an administrator of a political party and/or candidate/member of the legislature and/or is a candidate or serving as the head/deputy head of the regional government;	✓	✓	✓
Tidak memiliki jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan di KAI Commuter. / Holds no other positions that may cause a conflict of interest related to positions at KAI Commuter.	✓	✓	✓

Tugas, Tanggung Jawab dan Wewenang Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee Duties, Responsibilities, and Authorities

Tugas dan Tanggung Jawab / <i>Duties and Responsibilities</i>	Wewenang / <i>Authorities</i>
<ol style="list-style-type: none"> Melakukan evaluasi serta Menyusun dan memberikan rekomendasi kepada Dewan Komisaris mengenai sistem/kebijakan nominasi dan remunerasi bagi Komisaris, Direksi, pejabat eksekutif dan pegawai secara menyeluruh; / Evaluate and prepare and provide recommendations to the Board of Commissioners regarding the system/policy of nomination and remuneration for Commissioners, Directors, executive officers and employees in overall; 	<ol style="list-style-type: none"> Mengakses catatan atau informasi tentang karyawan, dana, aset, serta sumber daya lainnya milik KAI Commuter yang berkaitan dengan pelaksanaan tugasnya; / Access records or information about employees, funds, assets, and other resources belonging to KAI Commuter related to the implementation of their duties; Bekerjasama dengan <i>Human Capital Division, Strategic Planning Division, GRC & Legal Division</i> atau divisi lainnya yang terkait; / Collaborate with the Human Capital Division, Strategic Planning Division, GRC & Legal Division or other related divisions;

Tugas dan Tanggung Jawab / <i>Duties and Responsibilities</i>	Wewenang / <i>Authorities</i>
<ol style="list-style-type: none"> 2. Memberikan rekomendasi kepada Dewan Komisaris mengenai komposisi jabatan Direksi dan/atau Dewan Komisaris, kebijakan dan kriteria yang dibutuhkan dalam proses nominasi, serta kebijakan evaluasi kinerja bagi Direksi dan/atau Dewan Komisaris; / Provide recommendations to the Board of Commissioners regarding the composition of the positions of the Board of Directors and/or Board of Commissioners, policies and criteria required in the nomination process, as well as performance evaluation policies for the Board of Directors and/or Board of Commissioners; 3. Melakukan reviu secara berkala atas Sistem Pengelolaan Talenta Perusahaan serta <i>monitoring</i> dan evaluasi atas pelaksanaannya; / Conduct periodic reviews of the Company's Talent Management System as well as monitoring and evaluation of its implementation; 4. Melakukan evaluasi terhadap sistem dan prosedur <i>Talnet Classification</i> yang dilakukan oleh Direksi; / Evaluate the Talent Classification system and procedures carried out by the Board of Directors; 5. Melakukan validasi dan kalibrasi atas Talnta yang diusulkan oleh Direksi kepada Dewan Komisaris/Dewan Pengawas kepada RUPS/Menteri (<i>Nominated Talent</i>); / Validate and calibrate talent proposed by the Board of Directors to the Board of Commissioners/Supervisory Board to the GMS/Minister (Nominated Talent); 6. Melakukan evaluasi terhadap Calon Wakil Perseroan yang akan diusulkan sebagai anggota Direksi atau Dewan Komisaris Perusahaan Anak, sebelum diajukan kepada RUPS/Menteri; / Evaluate the Company's Representative Candidates who will be proposed as members of the Board of Directors or Board of Commissioners of Subsidiaries, prior to submission to the GMS/Ministerial; 7. Melakukan evaluasi atas usulan <i>Key Performance Indicators</i> (KPI) Individu Direksi; / Evaluate the proposed Key Performance Indicators (KPI) of the Individual Directors; 8. Menyiapkan usulan program pengembangan bagi Direksi dan/atau Dewan Komisaris; / Prepare proposals for development programs for the Board of Directors and/or the Board of Commissioners; 9. Melakukan evaluasi atas kebijakan remunerasi bagi pegawai yang membutuhkan persetujuan/tanggapan dari Dewan Komisaris; / Evaluate the remuneration policy for employees who require approval/response from the Board of Commissioners; 10. Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi Perusahaan; / Evaluate the Board of Directors' proposal regarding the Company's organizational structure; 	<ol style="list-style-type: none"> 3. Berhak menunjuk pihak ketiga untuk membantu pelaksanaan tugasnya atas persetujuan Dewan Komisaris; / Possess the right to appoint a third party to assist in carrying out their duties with the approval of the Board of Commissioners; 4. Anggota Komite Nominasi dan Remunerasi wajib menjalankan tugas dengan baik dan menjaga kerahasiaan seluruh dokumen, data dan informasi Perusahaan, baik dari pihak internal maupun pihak eksternal dan hanya digunakan untuk kepentingan pelaksanaan tugas komite; / Members of the Nomination and Remuneration Committee must carry out their duties appropriately and maintain the confidentiality of all Company documents, data and information, both from internal and external parties to be used only for the purpose of carrying out committee duties; 5. Wajib Menyusun dan menyampaikan Rencana Kerja dan Anggaran Tahunan kepada Dewan Komisaris untuk ditetapkan sebelum tahun buku berjalan; / Has the obligation to prepare and submit the Annual Work Plan and Budget to the Board of Commissioners to be determined before the current financial year; 6. Wajib membuat dan menyampaikan laporan pelaksanaan tugas termasuk laporan kinerja triwulanan dan laporan tahunan, tanggung jawab dan prosedur nominasi dan remunerasi yang dijalankan kepada Dewan Komisaris. / Has the obligation to prepare and submit reports on the implementation of duties including quarterly performance reports and annual reports, responsibilities and procedures for nomination and remuneration carried out to the Board of Commissioners.

Tugas dan Tanggung Jawab / Duties and Responsibilities
Wewenang / Authorities

11. Menyusun dan memberikan rekomendasi kepada Dewan Komisaris mengenai struktur remunerasi, kebijakan remunerasi, besaran remunerasi yang dievaluasi sekurang-kurangnya satu kali dalam satu tahun; / Prepare and provide recommendations to the Board of Commissioners regarding the remuneration structure, remuneration policy, remuneration amount which is evaluated at least once a year;
12. Menyampaikan hasil evaluasi dan memberikan rekomendasi kepada Dewan Komisaris mengenai kebijakan remunerasi bagi Direksi dan Dewan Komisaris untuk disampaikan kepada RUPS serta kebijakan remunerasi bagi pejabat eksekutif yang membutuhkan persetujuan/tanggapan dari Dewan Komisaris; / Submit evaluation results and provide recommendations to the Board of Commissioners regarding remuneration policies for the Board of Directors and Board of Commissioners to be submitted to the GMS as well as remuneration policies for executive officers who require approval/response from the Board of Commissioners;
13. Memastikan bahwa kebijakan remunerasi telah sesuai dengan ketentuan yang berlaku; / Ensure that the remuneration policy is in accordance with applicable regulations;
14. Menyiapkan usulan sistem evaluasi kinerja individu bagi Direksi dan/atau Dewan Komisaris; / Prepare a proposal for an individual performance evaluation system for the Board of Directors and/or the Board of Commissioners;
15. Melakukan *monitoring* risiko penting yang dihadapi Perusahaan dan memberi saran mengenai perumusan kebijakan dibidang Manajemen Risiko; / Monitor significant risks faced by the Company and providing advice on the formulation of policies in the field of Risk Management;
16. Melakukan pengawasan penerapan manajemen risiko dan memberi arahan kepada Direksi; / Supervise the implementation of risk management and provide direction to the Board of Directors;
17. Memastikan bahwa penyusunan RJPP dan RKAP telah memperhatikan aspek manajemen risiko; / Ensure that the preparation of the RJPP and RKAP has taken into account the risk management aspect;
18. Melakukan kajian berkala efektivitas sistem manajemen risiko dan melaporkannya kepada Pemegang Saham; / Conduct periodic reviews of the effectiveness of the risk management system and report it to the Shareholders;
19. Melakukan tugas lain dari Dewan Komisaris. / Perform other duties of the Board of Commissioners.

Program dan Realisasi Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee Work Programs and Its Realization

No	Program Kerja / Work Program	Satuan / Unit	Target	Realisasi / Realization	Capaian / Achievement
1	Monitoring dan evaluasi Sistem Pengelolaan Talenta Perusahaan; / Monitoring and evaluation of the Company's Talent Management;	4	4	4	4
2	Evaluasi sistem dan prosedur Pengklasifikasian Talenta / Evaluation of system and procedure of Talent Classification	2	2	2	2
3	Evaluasi atas usulan KPI Individu Direksi / Evaluation of the proposal of individual KPI for the Board of Directors	1	1	1	1
4	Monitoring risiko-risiko yang dihadapi Perusahaan / Monitoring of risks faced by the Company	4	4	4	4
5	Evaluasi efektivitas sistem manajemen risiko / Evaluation of the effectivity of risk management system	1	1	1	1
6	Rapat Komite Nominasi dan Remunerasi / Nomination and Remuneration Committee Meeting	12	12	12	12
7	Pelatihan anggota Komite / Committee member training	3	3	3	3
8	Self Assessment Komite Nominasi dan Remunerasi 2021 / 2021 Nomination and Remuneration Committee Self-Assessment	1	1	1	1

Frekuensi Kehadiran Rapat Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee Meeting Attendance Frequency

No	Nama / Name	Jabatan / Position	Total Kewajiban Rapat / Total Mandatory Meetings	Jumlah Kehadiran / Total Attendance	Persentase (%) / Percentage (%)
1	Dadan Rudiasnyah	Ketua Komite Nominasi dan Remunerasi / Nomination and Remuneration Committee Head	12	12	100%
2	John Robertho	Anggota Komite Nominasi dan Remunerasi / Nomination and Remuneration Committee Member	12	12	100%

No	Nama / Name	Jabatan / Position	Total Kewajiban Rapat / Total Mandatory Meetings	Jumlah Kehadiran / Total Attendance	Persentase (%) / Percentage (%)
3	Sofyan Hasan	Anggota Komite Nominasi dan Remunerasi / Nomination and Remuneration Committee Member	12	12	100%

SEKRETARIS DEWAN KOMISARIS

Diangkat berdasarkan Surat Keputusan Dewan Komisaris Nomor: SK.005/KOM/KCI/VIII/2019. Untuk membantu kelancaran pelaksanaan tugasnya, Dewan Komisaris berhak mendapatkan bantuan Sekretaris Dewan Komisaris atas biaya Perseroan. Secara umum, fungsi, tugas dan tanggung jawab Sekretaris Dewan Komisaris, antara lain:

- Memberi dukungan kepada Dewan Komisaris guna memperlancar tugas-tugas Dewan Komisaris dalam melaksanakan fungsinya.
- Menyediakan informasi untuk kebutuhan Dewan Komisaris dalam rangka pengambilan keputusan.
- Mempersiapkan bahan-bahan yang diperlukan berkaitan dengan laporan-laporan rutin Direksi di dalam mengelola Perseroan seperti: *Business Plan*, Laporan Tahunan, Laporan Triwulanan, Laporan Bulanan, Laporan Hasil Pemeriksaan Audit Eksternal dan Laporan-laporan lain yang dibutuhkan.
- Mempersiapkan bahan-bahan/materi yang diperlukan berkaitan dengan hal-hal yang harus mendapatkan keputusan dari Dewan Komisaris berkenaan dengan kegiatan pengelolaan Perseroan yang dilakukan oleh Direksi dan segenap jajarannya.
- Menyelenggarakan pertemuan-pertemuan/rapat-rapat Dewan Komisaris, baik internal Dewan Komisaris maupun dengan Direksi dan jajarannya serta pihak-pihak lainnya.

SECRETARY TO THE BOARD OF COMMISSIONERS

Appointed based on the Decree of the Board of Commissioners SK.005/KOM/KCI/VIII/2019. In assisting the smooth implementation of its duties, the Board of Commissioners has the right to obtain assistance from the Secretary of the Board of Commissioners at the expense of the Company. In general, the functions, duties and responsibilities of the Secretary to the Board of Commissioners, are as follows:

- Provide support to the Board of Commissioners in order to facilitate the duties of the Board of Commissioners in carrying out its functions.
- Provide information for the needs of the Board of Commissioners in order to make decisions.
- Prepare the necessary materials related to the Board of Directors' routine reports in managing the Company such as: Business Plan, Annual Report, Quarterly Report, Monthly Report, External Audit Report and other required reports.
- Prepare the necessary materials related to matters that must obtain a decision from the Board of Commissioners regarding the Company's management activities carried out by the Board of Directors and all staff.
- Organize the Board of Commissioners meetings both internally to the Board of Commissioners and with the Board of Directors, staffs, and other parties.

- f. Menyiapkan dan mengkoordinasikan agenda rapat dengan pihak-pihak yang hadir dalam rapat.
 - g. Menyiapkan dan mengirimkan undangan rapat kepada pihak-pihak yang diundang menghadiri rapat.
 - h. Melakukan konfirmasi mengenai waktu, tempat, kehadiran serta hal-hal lain yang dipandang perlu demi kelancaran rapat.
 - i. Membuat risalah rapat atas rapat-rapat rutin maupun non rutin Dewan Komisaris beserta komite-komitennya.
 - j. Menjalankan tugas-tugas administrasi dan kesekretariatan yang berkaitan dengan seluruh kegiatan Dewan Komisaris.
 - k. Melaksanakan dan mengkoordinasikan kegiatan tata persuratan termasuk tetapi tidak terbatas pada menyiapkan panggilan rapat dan kearsipan di Dewan Komisaris.
 - l. Bertanggung jawab terhadap pembuatan, administrasi dan penyimpanan risalah rapat serta pendistribusian Salinan risalah rapat Dewan Komisaris.
 - m. Melakukan Koordinasi dengan Sekretaris Perseroan guna memperlancar pelaksanaan fungsi, tugas dan tanggung jawabnya.
 - n. Pengaturan lebih lanjut terkait fungsi, tugas, tanggung jawab dan wewenang Sekretaris Dewan Komisaris dilakukan oleh Dewan Komisaris dalam dokumen tersendiri dengan memperhatikan ketentuan tentang Sekretaris Dewan Komisaris dalam *Board Manual*.
- f. Prepare and coordinate the meeting agenda with the parties present at the meeting.
 - g. Prepare and send meeting invitations to the parties invited to attend the meeting.
 - h. Confirm the time, place, attendance and other matters deemed necessary for the smooth running of the meeting.
 - i. Prepare minutes of meetings for routine and non-routine meetings of the Board of Commissioners and its committees.
 - j. Carry out administrative and secretarial tasks related to all activities of the Board of Commissioners.
 - k. Implement and coordinate correspondence activities including but not limited to preparing meeting summons and filing in the Board of Commissioners.
 - l. Be responsible for the preparation, administration and storage of minutes of meetings as well as distribution of copies of the minutes of meetings of the Board of Commissioners.
 - m. Coordinate with the Corporate Secretary to facilitate the implementation of functions, duties and responsibilities.
 - n. Further arrangements regarding the functions, duties, responsibilities and authorities of the Secretary of the Board of Commissioners are carried out by the Board of Commissioners in a separate document with due observance of the provisions concerning the Secretary of the Board of Commissioners in the Board Manual.

Profil Sekretaris Dewan Komisaris
Secretary to the Board of Commissioners Profile

HERIYANTO WIBOWO
Sekretaris Dewan Komisaris

Secretary to the Board of Commissioners

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/ Place & Date of Birth	59/Temanggung, 30 Oktober 1962 / 59/Temanggung, October 30, 1962
Riwayat Pendidikan / Educational Background	<ul style="list-style-type: none"> S1 Teknik Sipil di Institut Teknologi Bandung / Bachelors in Civil Engineering, Institut Teknologi Bandung S2 Transportasi di Institut Teknologi Bandung / Masters in Transportation, Institut Teknologi Bandung
Pengalaman Kerja / Employment History	<ul style="list-style-type: none"> Wakil Ketua Tim Pembebasan Tanah Proyek PT Kereta Commuter Indonesia (2018-2019) / Deputy Head of Project Land Acquisition Team at PT Kereta Commuter Indonesia (2018-2019) Project Director 1 Daerah Operasi 1 Jakarta PT Kereta Commuter Indonesia (2017-2018) / Project Director 1 of Operational Area 1 Jakarta at PT Kereta Commuter Indonesia (2017-2018) Project Director 8 Divisi Regional IV Tanjung Karang PT Kereta Commuter Indonesia (2017-2018) / Project Director 8 of Regional Division IV Tanjung Karang at PT Kereta Commuter Indonesia (2017-2018)
Dasar Hukum Penunjukkan / Legal Basis of Appointment	SK.005/KOM/KCI/VIII/2019 tanggal 30 Agustus 2019 / SK.005/KOM/KCI/VIII/2019 dated August 30, 2019
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliations with the Board of Directors, the Board of Commissioners and the Shareholders
Domisili / Domicile	Jakarta, Indonesia

Kebijakan Remunerasi

Dasar Kebijakan Remunerasi/Penghasilan Pegawai adalah sesuai Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor SK-011/KCI/DIR-HRD/V/2018 tentang Penghasilan Pegawai sebagaimana beberapa kali diubah terakhir dengan SK-038/KCI/DIR-HRD/X/2019.

Remuneration Policy

The basis of the Remuneration/Employee Income Policy is in accordance with the Decree of the Board of Directors of PT Kereta Commuter Indonesia No: SK-011/KCI/DIR-HRD/V/2018 concerning Employee Income as amended several times, most recently by SK-038/KCI/DIR-HRD/X/2019.

Komponen-Komponen Penghasilan Pegawai

Components of Employee Salary

No	Jenis Komponen / Component Type	Pegawai Tetap / Permanent Employee	Pegawai Tidak Tetap / Temporary Employee
1	Upah Pokok / Basic Wage	Upah Pokok / Basic Wage	Upah / Wage
2	Tunjangan Tetap / Fixed Allowance	Tunjangan Perumahan, Tunjangan Admin Bank / Housing Allowance, Bank Administration Allowance	Tidak / Not Provided
3	Tunjangan Tidak Tetap: / Non-Fixed Allowance:		
	Tunjangan Transport / Transport Allowance	Ya / Provided	Tidak / Not Provided
	Tunjangan Kinerja / Performance Allowance	Ya / Provided	Tidak / Not Provided
	Tunjangan Jabatan / Positional allowance	Ya / Provided	Tidak / Not Provided
	Tunjangan Kemahalan/Wilayah DAOP I / Expensive Allowance/DAOP Area I	Ya / Provided	Tidak / Not Provided
	Tunjangan Komunikasi / Communication Allowance	Ya (untuk jabatan setingkat ≥ JM) / Provided (for positions ≥ GM)	Tidak / Not Provided
	Tunjangan Profesi / Professional Allowance	Ya (untuk jabatan setingkat Pelaksana) / Provided (for positions equivalent to Officers)	Tidak / Not Provided
	Tunjangan Khusus / Special Allowance	Ya (untuk pegawai dengan tugas dan jabatan tertentu) / Provided (for employees with certain duties and positions)	Ya (untuk pegawai dengan tugas dan jabatan tertentu) / Provided (for employees with certain duties and positions)
	Tunjangan Risiko Khusus / Special Risk Allowance	Ya (untuk pegawai dengan tugas dan jabatan tertentu) / Provided (for employees with certain duties and positions)	Tidak / Not Provided
	Tunjangan Khusus Pejabat Struktural Tertentu / Special Allowance for Certain Structural Officials	Ya (untuk pegawai dengan tugas dan jabatan tertentu) / Provided (for employees with certain duties and positions)	Tidak / Not Provided
4	Penghasilan Non Upah : / Non Wage Income :		
	Imbalan Kerja Keberhasilan Kinerja / Performance Achievement Benefit	Ya / Provided	Ya / Provided
	Tunjangan Hari Raya / Holiday Allowance	Ya / Provided	Ya / Provided
	Tunjangan Tambahan Penghasilan / Additional Income Allowance	Ya / Provided	Tidak / Not Provided
	Tunjangan Pendidikan / Educational Allowance	Ya / Provided	Tidak / Not Provided
	Tunjangan Rekreasi / Recreational Allowance	Ya / Provided	Tidak / Not Provided
	Tunjangan Cuti / Leave Allowance	Ya / Provided	Tidak / Not Provided
	Tunjangan Prestasi (dibayarkan per triwulan) / Performance Allowance (paid per quarter)	Ya / Provided	Tidak / Not Provided
	Emolumen	Ya (untuk jabatan setingkat Pelaksana) / Provided (for positions equivalent to Officers)	Tidak / Not Provided

No	Jenis Komponen / Component Type	Pegawai Tetap / Permanent Employee	Pegawai Tidak Tetap / Temporary Employee
	Tunjangan Operasional Pelayanan Angkutan Lebaran/ Natal & Tahun Baru / Operational Service Allowance for Eid/Christmas & New Year's Transportation	Ya / Provided	Ya / Provided
	Tunjangan Kerja Operasional Awak Sarana Perkeretaapian / Railway Facilities Crew Operational Work Allowance	Ya / Provided	Tidak / Not Provided
	Premi Jam Orang Produksi atas Perawatan Sarana / Hourly Premiums on Facility Maintenance	Ya / Provided	Tidak / Not Provided
5	Benefit		
	Jaminan Kesehatan / Health insurance	Ya / Provided	Ya / Provided
	BPJS Kesehatan / BPJS Health	Ya / Provided	Ya / Provided
	BPJS Ketenagakerjaan / BPJS Employment	Ya / Provided	Ya / Provided
	Dana Pensiun / Pension fund	Ya / Provided	Tidak / Not Provided
	Asuransi Kesehatan Pensiun / Retirement Health Insurance	Ya (untuk jenis pegawai tertentu) / Provided (for certain employees)	Tidak / Not Provided

REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Indikator Pemberian Remunerasi Direksi dan Komisaris

Persetujuan pemberian remunerasi Dewan Komisaris dan Direksi ditetapkan oleh RUPS. Pemegang Saham menetapkan penyesuaian remunerasi Dewan Komisaris dan Direksi dengan pertimbangan indikator sebagai berikut:

1. Faktor Skala Usaha
2. Faktor Kompleksitas Usaha
3. Tingkat Inflasi
4. Kondisi dan Kemampuan Perusahaan

Kebijakan penetapan remunerasi bagi Dewan Komisaris dan Direksi merujuk pada:

1. Keputusan Direksi PT Kereta Api Indonesia Nomor KEP.U/KP.208/XII/KA-2015 tentang Pedoman Penetapan Penghasilan Dewan Komisaris dan Direksi Anak Perusahaan tanggal 23 Desember 2015.

REMUNERATION FOR THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS Indicators of Remuneration for Directors and Commissioners

Approval of remuneration for the Board of Commissioners and the Board of Directors is determined by the GMS. Shareholders determine the adjustment of the remuneration of the Board of Commissioners and the Board of Directors with consideration of the following indicators:

1. Business Scale Factor
2. Business Complexity Factor
3. Inflation Rate
4. Company Conditions and Abilities

The remuneration policy for the Board of Commissioners and the Board of Directors refers to:

1. Decree of the Board of Directors of PT Kereta Api Indonesia Number: KEP.U/KP.208/XII/KA-2015 concerning Guidelines for Determining the Income of the Board of Commissioners and Directors of Subsidiaries dated December 23, 2015.

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| <p>2. Risalah Rapat Umum Pemegang Saham Tahunan PT Kereta Commuter Indonesia tentang Persetujuan Rencana Kerja dan Anggaran Perusahaan Tahun 2018 Nomor PT KAI KP.303/X/12/KA-2017 dan Nomor YAYASAN PUSAKA 40/RUPSPT KCI/X/2017 tanggal 11 Oktober 2017.</p> <p>3. Risalah Sirkuler Keputusan Pemegang Saham tentang Penetapan Penghasilan Dewan Komisaris dan Direksi Nomor PT KAI (Persero) KP.303/VII/6/KA-2018 dan Nomor Yayasan Pusaka 06/RIS-PTKCI/VII/2018 tanggal 19 Juli 2018.</p> <p>4. Risalah Sirkuler Keputusan Pemegang Saham tentang Penetapan Penghasilan Dewan Komisaris dan Direksi Nomor PT KAI (Persero) KP.303/VII/5/KA-2019 dan Nomor Yayasan Pusaka 05/RIS-PTKCI/VII/2019 tanggal 31 Juli 2019.</p> | <p>2. Minutes of the Annual General Meeting of Shareholders of PT Kereta Commuter Indonesia concerning Approval of the Company's 2018 Work Plan and Budget Number PT KAI KP.303/X/12/KA-2017 and Number YAYASAN PUSAKA 40/RUPSPT KCI/X/2017 dated 11 October 2017.</p> <p>3. Circular Minutes of Shareholders Decisions concerning Determination of Income for the Board of Commissioners and Directors Number PT KAI (Persero) KP.303/VII/6/KA-2018 Number Pusaka Foundation 06/RIS-PTKCI/VII/2018 dated 19 July 2018.</p> <p>4. Circular Minutes of Shareholders Decisions concerning Determination of Income for the Board of Commissioners and Directors PT KAI (Persero) Number Yayasan Pusaka KP.303/VII/5/KA-2019, and Number 05/RIS-PTKCI/VII/2019 dated July 31, 2019.</p> |
|---|---|

Berdasarkan hal-hal tersebut di atas, maka seluruh pemegang saham Perseroan sepakat untuk mengambil keputusan sebagai berikut:

Based on the statements, all shareholders of the Company agreed to make the following decisions:

Komponen Remunerasi Dewan Komisaris dan Direksi

Components of Remuneration for the Board of Commissioners and the Board of Directors

Komisaris / Commissioner	Direksi / Directors
Honorarium	Gaji / Salary
Tunjangan Hari raya Keagamaan, Tunjangan Transportasi, Asuransi Purna Jabatan / Religious Holiday Allowance, Transportation Allowance, Retirement Insurance	Tunjangan Hari Raya Keagamaan, Asuransi purna Jabatan, Tunjangan perumahan / Religious Holiday Allowance, Transportation Allowance, Retirement Insurance
Fasilitas Kesehatan, Fasilitas Bantuan Hukum / Health Facilities, Legal Aid Facilities	Fasilitas Kendaraan, Fasilitas Kesehatan, fasilitas bantuan hukum / Vehicle Facilities, Health Facilities, Legal Aid Facilities
Tantiem	Tantiem

Metode Perhitungan Remunerasi Dewan Komisaris dan Direksi **Method of Calculation of Remuneration for the Board of Commissioners and the Board of Directors**

Jenis Remunerasi / Remuneration Type	Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors
Gaji/Honorarium / Salary/Honorarium	Honorarium Komisaris Utama ditetapkan sebesar 45% dari gaji Direktur Utama, sedangkan honorarium anggota Dewan Komisaris sebesar 90% dari honorarium Komisaris Utama / The honorarium for the President Commissioner is set at 45% of the salary of the President Director, while the honorarium for members of the Board of Commissioners is 90% of the honorarium for the President Commissioner	Gaji Direktur Utama ditetapkan sesuai dengan RUPS Tahunan, gaji anggota Direksi lainnya sebesar 85% dari gaji Direktur Utama / The salary of the President Director is determined in accordance with the Annual GMS, the salary of other members of the Board of Directors is 85% of the salary of the President Director
Tunjangan Perumahan / Housing Allowance	Tidak diberikan / Not provided	Diberikan sebesar Rp12.600.000 per bulan sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-12/MBU/11/2020 / Given in the amount of Rp12,600,000 per month in accordance with PER-04/MBU/2014 as amended several times, most recently with PER-12/MBU/11/2020
Tunjangan Transportasi / Transportation Allowance	20% dari Honorarium per bulan sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-12/MBU/11/2020 / 20% of the Honorarium per month according to PER-04/MBU/2014 as recently amended with PER-12/MBU/11/2020	Tidak diberikan / Not provided
Asuransi Purna Jabatan / Post-Employment Insurance	Premi yang ditanggung oleh Perusahaan sebesar 25% dari gaji dalam 1 tahun sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-12/MBU/11/2020 / The premium borne by the Company is 25% of salary in 1 year according to PER-04/MBU/2014 as amended several times most recently with PER-12/MBU/11/2020	Premi yang ditanggung oleh Perusahaan sebesar 25% dari gaji dalam 1 tahun sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-12/MBU/11/2020 / The premium borne by the Company is 25% of salary in 1 year according to PER-04/MBU/2014 as amended several times most recently with PER-12/MBU/11/2020
Asuransi Purna Jabatan / Post-Employment Insurance	Premi yang ditanggung oleh Perusahaan sebesar 25% dari gaji dalam 1 tahun sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-12/MBU/11/2020 / The premium borne by the Company is 25% of salary in 1 year according to PER-04/MBU/2014 as amended several times most recently with PER-12/MBU/11/2020	Premi yang ditanggung oleh Perusahaan sebesar 25% dari gaji dalam 1 tahun sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-12/MBU/11/2020 / The premium borne by the Company is 25% of salary in 1 year according to PER-04/MBU/2014 as amended several times most recently with PER-12/MBU/11/2020
Tunjangan Hari Raya / Holiday Allowance	1 kali Honorarium sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-12/MBU/11/2020 / 1 time Honorarium according to PER-04/MBU/2014 as amended several times most recently with PER-12/MBU/11/2020	1 kali Gaji sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-12/MBU/11/2020 / 1 time Honorarium according to PER-04/MBU/2014 as amended several times most recently with PER-12/MBU/11/2020

Jenis Remunerasi / Remuneration Type	Dewan Komisaris / Board of Commissioners	Direksi / Board of Directors
Fasilitas Kendaraan / Vehicle Facilities	Tidak diberikan / Not provided	1 (satu) unit beserta biaya pemeliharaan dan biaya operasional dengan memperhatikan keuangan Perusahaan, spesifikasi dan jenis kendaraan diatur oleh Dewan Komisaris dengan batas maksimal 2.500 cc / 1 (one) unit along with maintenance costs and operational costs with taking into account the company's finances, specifications and types of vehicles are regulated by Board of Commissioners with a maximum limit of 2,500 cc
Fasilitas Kesehatan / Healthcare Facilities	Dalam bentuk Asuransi kesehatan atau pergantian biaya pengobatan (<i>at cost</i>) sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-12/MBU/11/2020 / In the form of health insurance or replacement medical expenses (<i>at cost</i>) according to PER-04/MBU/2014 as amended several times most recently with PER-12/MBU/11/2020	Dalam bentuk Asuransi kesehatan atau pergantian biaya pengobatan (<i>at cost</i>) sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-12/MBU/11/2020 / In the form of health insurance or replacement medical expenses (<i>at cost</i>) according to PER-04/MBU/2014 as amended several times most recently with PER-12/MBU/11/2020
Fasilitas Bantuan Hukum / Legal Aid Facilities	Sebesar pemakaian sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-12/MBU/11/2020 / Amount of usage according to PER-04/MBU/2014 as amended several times most recently with PER-12/MBU/11/2020	Sebesar pemakaian sesuai PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan PER-12/MBU/11/2020 / Amount of usage according to PER-04/MBU/2014 as amended several times most recently with PER-12/MBU/11/2020
Tantiem	Tidak dilakukan pembayaran Tantiem kepada Dewan Komisaris dan Direksi atas kinerja tahun 2018 / No Tantiem payments made to the Board of Commissioners and Directors for the 2018 Performance	Tidak dilakukan pembayaran Tantiem kepada Dewan Komisaris dan Direksi atas kinerja tahun 2018 / No Tantiem payments made to the Board of Commissioners and Directors for the 2018 Performance

SEKRETARIS PERUSAHAAN

Berdasarkan Peraturan Direksi Nomor 007/KCI/PER-DIR/X/2020 tentang Organisasi dan Tata Laksana Direktorat Utama, VP Sekretaris Perusahaan mempunyai tugas pokok mengarahkan fungsi koordinasi hubungan dengan Pemegang Saham, Dewan Komisaris, dan Perangkat Dewan Komisaris Perusahaan. VP Sekretaris Perusahaan dibantu oleh 4 (empat) Departemen dibawahnya, yaitu:

- External Relations and Corporate Image Care Department;*
- Internal Relations and Multimedia Department;*
- General Affairs Department;* dan
- Protocol and Documentation Department*

CORPORATE SECRETARY

Based on the Board of Directors Regulation Number 007/KCI/PER-DIR/X/2020 concerning the Organization and Management of the Main Directorate, the VP Corporate Secretary has the main task of directing the function of coordinating relations with Shareholders, the Board of Commissioners, and the Company's Board of Commissioners. The VP Corporate Secretary is assisted by 4 (four) departments under him/her, namely:

- External Relations and Corporate Image Care Department;
- Internal Relations and Multimedia Department;
- General Affairs Department; and
- Protocol and Documentation Department

Fungsi Sekretaris Perusahaan di Perseroan yaitu sebagai penghubung (*liaison officer*) antara Perseroan dengan berbagai pemangku kepentingan (*stakeholders*) baik regulator, investor maupun masyarakat. Sekretaris Perusahaan juga bertanggung jawab atas berbagai fungsi terkait dengan kepatuhan Perusahaan terhadap peraturan perundang-undangan dan pengungkapan informasi serta memastikan terbentuknya reputasi Perusahaan yang baik.

The function of the Corporate Secretary in the Company is as a liaison officer between the Company and various stakeholders, both regulators, investors and the public. The Corporate Secretary is also responsible for various functions related to the Company's compliance with laws and regulations and information disclosure as well as ensuring the establishment of a good Company reputation.

Profil Sekretaris Perusahaan

Corporate Secretary Profile



ERNI SYLVIANE PURBA

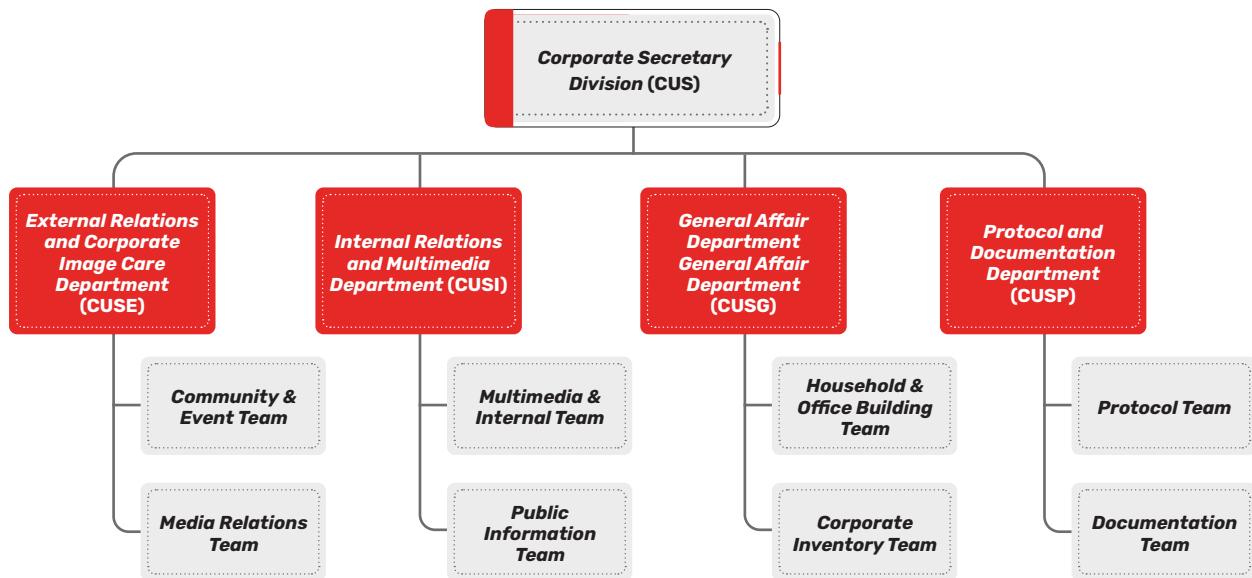
Corporate Secretary Vice President

Corporate Secretary Vice President

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/ Place & Date of Birth	37/Simalungun, 25 April 1984 / 37/Simalungun, April 25, 1984
Riwayat Pendidikan / Educational Background	S1 Teknik Informatika, Universitas Kristen Duta Wacana-2007 / Bachelors in Informatics, Universitas Kristen Duta Wacana - 2007
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/34/XI/2020 Tanggal 18 November 2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia No. SK-103/KCI/DIR-HRD/34/XI/2020 dated November 18, 2020
Pengalaman Kerja / Employment History	<ul style="list-style-type: none"> • Corporate Secretary Vice President (2020-sekarang / present) • Vice President Corporate Communication (2019-2020) • Manager Customer Relation and Digital Community (2017-2019)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliation with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Jakarta, Indonesia

Struktur Organisasi Sekretaris Perusahaan

Corporate Secretary Organizational Structure



Tugas dan Tanggung Jawab Sekretaris Perusahaan

Berdasarkan Peraturan Direksi Nomor 007/KCI/PER-DIR/X/2020 tentang Organisasi dan Tata Laksana, Sekretaris Perusahaan memiliki beberapa tugas dan tanggung jawab di Perseroan, di antaranya sebagai berikut:

1. Mengarahkan dan mengontrol rencana program kerja dan anggaran;
2. Mengarahkan dan mengontrol fungsi koordinasi dalam hal hubungan dengan Pemegang Saham Perusahaan, Dewan Komisaris dan perangkat Dewan Komisaris Perusahaan;
3. Mengarahkan dan mengontrol perencanaan, implementasi, dan evaluasi pengelolaan komunikasi eksternal sesuai dengan RJPP dan visi misi Perusahaan;
4. Mengarahkan dan mengontrol perencanaan, implementasi, dan evaluasi pengelolaan *corporate branding*;
5. Mengarahkan dan mengontrol proses kegiatan *corporate image care*:

Duties and Responsibilities of the Corporate Secretary

Based on the Board of Directors Regulation Number 007/KCI/PER-DIR/X/2020 concerning Organization and Management, the Corporate Secretary has several duties and responsibilities in the Company, including the following:

1. Directing and controlling the work program plan and budget;
2. Directing and controlling the coordination function in terms of relations with the Company's Shareholders, the Board of Commissioners and the Board of Commissioners of the Company;
3. Directing and controlling the planning, implementation, and evaluation of external communication management in accordance with the RJPP and the Company's vision and mission;
4. Directing and controlling the planning, implementation, and evaluation of corporate branding management;
5. Directing and controlling the process of corporate image care activities:

- | | |
|--|---|
| <ol style="list-style-type: none"> 6. Mengarahkan dan mengontrol proses kegiatan sosialisasi dan edukasi kebijakan Perusahaan; 7. Mengarahkan dan mengontrol proses komunikasi internal dalam rangka memberikan informasi kepada pihak internal Perusahaan dan <i>stakeholders</i>; 8. Mengarahkan dan mengontrol proses pengelolaan desain dan multimedia Perusahaan; 9. Mengarahkan dan mengontrol penjaminan mutu yang sesuai dengan visi misi Perusahaan serta prinsip-prinsip <i>Good Corporate Governance</i> (GCG); 10. Mengarahkan dan mengontrol pengelolaan kerumahtanggaan yang sesuai dengan RKA serta prinsip-prinsip GCG; 11. Mengarahkan dan mengontrol koordinasi dalam hal pelaksanaan dan implementasi sistem ISO Perusahaan; 12. Mengarahkan dan mengontrol pengelolaan inventaris Perusahaan; 13. Mengarahkan dan mengontrol pengelolaan keprotokoleraan Perusahaan; 14. Mengarahkan dan mengontrol pengelolaan dokumentasi Perusahaan; 15. Mengintegrasikan dan mengkoordinasikan seluruh organisasi yang menjadi tanggungjawabnya. | <ol style="list-style-type: none"> 6. Directing and controlling the process of socializing and educating the Company's policies; 7. Directing and controlling the internal communication process in order to provide information to the Company's internal parties and stakeholders; 8. Directing and controlling the design and multimedia management process of the Company; 9. Directing and controlling quality assurance in accordance with the Company's vision and mission and the principles of Good Corporate Governance (GCG); 10. Directing and controlling household management in accordance with the RKA and GCG principles; 11. Directing and controlling coordination in terms of implementation and implementation of the Company's ISO system; 12. Directing and controlling the management of the Company's inventory; 13. Directing and controlling the management of the Company's protocols; 14. Directing and controlling the management of the Company's documentation; 15. Integrate and coordinate all organizations that are their responsibility. |
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Laporan Pelaksanaan Tugas

Sepanjang tahun 2021, Sekretaris Perusahaan telah melaksanakan tugas pokok antara lain menjalankan hubungan dengan *stakeholder*, melaksanakan *Good Corporate Governance*, bertanggung jawab pada dokumentasi Perusahaan dan *general affairs*/umum, memantau kesehatan pegawai, serta berkoordinasi dengan unit-unit organisasi di bawahnya.

Duty Implementation Report

Throughout 2021, the Corporate Secretary has carried out his main duties, including maintaining relations with stakeholders, implementing Good Corporate Governance, being responsible for Company documentation and general affairs, monitoring employee health, and coordinating with organizational units under him/her.

Unit Umum

General Unit

No	Uraian / Description	RKAP 2021				Realisasi 2021 / 2021 Realization				Keterangan / Description
		Tw I / Q1	Tw II / Q2	Tw III / Q3	Tw IV / Q4	Tw I / Q1	Tw II / Q2	Tw III / Q3	Tw IV / Q4	
1	Pakaian Dinas Karyawan / Employee Uniform	✓	✓						✓	Selesai / Completed
2	Pengadaan Inventaris Kantor dan Griya Karya / Procurement of Office Inventories and Griya Karya	✓	✓	✓	✓	✓	✓	✓	✓	Selesai / Completed
3	Sewa Lahan Parkir, Griya Karya, UPT Crew, dan PUK KRL / Lease of Land, Parking, Griya Karya, UPT Crew, and PUK KRL	✓				✓			✓	Selesai / Completed
4	Pembuatan Annual Report / Annual Report Preparation	✓							✓	Selesai / Completed
5	Award dan Inovasi Perusahaan / Award and Information of the Company	✓	✓	✓	✓	✓	✓	✓	✓	25 Penghargaan / 25 Awards

Unit Humas

Public Relations Unit

No	Uraian / Description	RKAP 2021				Realisasi 2021 / 2021 Realization				Keterangan / Description
		Tw I / Q1	Tw II / Q2	Tw III / Q3	Tw IV / Q4	Tw I / Q1	Tw II / Q2	Tw III / Q3	Tw IV / Q4	
Corporate Communication Activities										
a. Aktivitas Sosialisasi & Edukasi / Dissemination & Education Activities										
1	- Kegiatan sosialisasi dan edukasi bersama warga disekitar rel kereta api terkait aksi vandalisme / Dissemination and education activities with residents around the railroad tracks related to acts of vandalism	✓	✓	✓	✓	✓	✓	✓	✓	Dilakukan sebanyak 21 kegiatan / 21 activities carried out
	- Kegiatan sosialisasi dan edukasi terkait kebersihan lingkungan Bersama warga disekitar jalur rel / Dissemination and education activities related to environmental cleanliness Together with residents around the rail line					✓	✓	✓	✓	Dilakukan sebanyak 7 Kegiatan / 7 activities carried out

No	Uraian / Description	RKAP 2021				Realisasi 2021 / 2021 Realization				Keterangan / Description
		Tw I / Q1	Tw II / Q2	Tw III / Q3	Tw IV / Q4	Tw I / Q1	Tw II / Q2	Tw III / Q3	Tw IV / Q4	
	- Program edukasi Cinta commuterline (cegah pelemparan commuterline, vandalisme, dan bahaya aktivitas di sekitar rel) pada sekolah / Love commuterline education program (prevent commuterline throwing, vandalism, and dangerous activities around the tracks) at schools						✓	✓	Dilakukan sebanyak 8 kegiatan / 8 activities carried out	
	- FGD dengan stakeholder / FGD with stakeholders	✓				✓		✓	Dilakukan sebanyak 7 Kegiatan / 7 activities carried out	
	b. Perlengkapan Sosialisasi & Edukasi / Dissemination & Education Equipment									
	- Perlengkapan Sosialisasi & Edukasi / Dissemination & Education Equipment	✓	✓	✓	✓			✓	Selesai dikerjakan di TW III (buku agenda, alat makan, pouch) / Completed in Q3 (agendas, eating utensils, pouches)	
	c. Pencitraan Perusahaan Melalui Media Massa / Company Image Through Mass Media									
	- Press Conference / Media Tour / Roadshow Media	✓	✓	✓	✓	✓	✓	✓	Dilakukan sebanyak 147 kegiatan / 147 activities carried out	
	d. Kegiatan Komunikasi Internal / Internal Communication Activities									
	- Penerbitan majalah internal / Internal magazine publishing	✓	✓	✓	✓	✓	✓	✓	Selesai / completed	
	a. Corporate Culture							✓	Dilakukan sebanyak 26 kegiatan / 26 activities carried out	
	b. Dokumentasi, art work dan separasi film / Documentation, art work and film separation									
	- Video dan foto layanan commuterline / commuterline service videos and photos				✓		✓	✓	Dilakukan sebanyak 125 kegiatan / 125 activities carried out	
	- Company profile cetak / Printed company profile		✓				✓	✓	Selesai / Completed	
	- Jasa media monitoring & analisa / Media monitoring & analysis services	✓	✓	✓	✓	✓	✓	✓	Selesai / Completed	

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No	Uraian / Description	RKAP 2021				Realisasi 2021 / 2021 Realization				Keterangan / Description
		Tw I / Q1	Tw II / Q2	Tw III / Q3	Tw IV / Q4	Tw I / Q1	Tw II / Q2	Tw III / Q3	Tw IV / Q4	
	- Jasa <i>monitoring</i> & analisa media sosial / Media monitoring & social media analysis services	✓	✓	✓	✓	✓	✓	✓	✓	Selesai / Completed
	- Media sosial <i>branding</i> / Social media monitoring & analysis services						✓	✓	✓	Dilakukan sebanyak 176 kegiatan / 176 activities carried out
	- Media cetak <i>branding</i> / Social media branding						✓	✓	✓	Dilakukan sebanyak 30 kegiatan / 30 activities carried out
	c. Event	✓		✓	✓	✓	✓	✓	✓	Dilakukan sebanyak 60 kegiatan / 60 activities carried out
	Public Service Advertising									
	a. Iklan Layanan Masyarakat / Public Service Announcements									
3	- Sosialisasi layanan commuteline, selama musim libur lebaran / Dissemination of commuteline services, during the Eid holiday season		✓							Terkendala pandemi / Having troubles due to the pandemic
	- Sosialisasi perkembangan layanan dan fasilitas pelanggan / Dissemination of customer service developments and facilities		✓							Terkendala pandemi / Having troubles due to the pandemic
	- Sosialisasi layanan commuteline malam tahun baru / Dissemination of new year's eve commuteline services				✓					Terkendala pandemi / Having troubles due to the pandemic
	- Sosialisasi etika bertransportasi publik / Dissemination of public transport ethics		✓		✓					Terkendala pandemi / Having troubles due to the pandemic
	- Sosialisasi aturan keselamatan penumpang / Dissemination of passenger safety rules		✓		✓					Terkendala pandemi / Having troubles due to the pandemic
	b. Sponsorship	✓	✓	✓	✓	✓	✓	✓		Sponsorship di berbagai kegiatan / Sponsorships in various activities

Unit Kebijakan Tata Kelola Perusahaan

Skor hasil *self-assessment* GCG pada tahun 2021 adalah sebagai berikut:

Corporate Governance Unit

The 2021 result score of the GCG self-assessment is as follows:

No	Aspek Governance / Governance Aspect	Bobot / Weight	Capaian / Achievement		Kategori / Category
			Skor / Score	(%)	
1	Komitmen Terhadap Penerapan Tata Kelola secara Berkelanjutan / Commitment to the Implementation of Sustainable Governance	7,00	6,56	93,75	Sangat Baik / Excellent
2	Pemegang Saham dan RUPS/Pemilik Modal / Shareholders and GMS/Capital Owners	9,00	7,06	78,43	Baik
3	Dewan Komisaris / Board of Commissioners	35,00	31,40	89,71	Sangat Baik / Excellent
4	Direksi / Board of Directors	35,00	32,18	91,95	Sangat Baik / Excellent
5	Pengungkapan Informasi dan Transparansi / Information Disclosure and Transparency	9,00	8,79	97,69	Sangat Baik / Excellent
6	Aspek Lainnya / Other Aspects	5,00	-	-	
Total		100,00	85,99	85,99	Sangat Baik / Excellent

Pada tahun 2021 skor GCG tercapai sebesar 85,99, mengalami peningkatan dari tahun sebelumnya yakni 85,79. Realisasi dari program kerja GCG tahun 2021 adalah sebagai berikut:

In 2021 the GCG score was achieved at 85.99, an increase from the previous year, which was 85.79. The realization of the GCG work program in 2021 is as follows:

No	Program Kerja / Work Program	RKAP 2021				Realisasi 2021 / 2021 Realization			
		TW I / Q1	TW II / Q2	TW III / Q3	TW IV / Q4	TW I / Q1	TW II / Q2	TW III / Q3	TW IV / Q4
GCG Team									
1.	Assessment GCG	✓	✓		✓				✓
2.	Self Assessment GCG 2020	✓				✓			
3.	Sosialisasi GCG (Gratifikasi, WBS, LHKPN) / GCG Dissemination (Gratuity, WBS, LHKPN)	✓				✓	✓	✓	✓
4.	Pengisian Kode Etik <i>Online</i> KAI Commuter Tahun 2021 / Fulfillment of KAI Commuter Online Code of Conduct in 2021	✓		✓					✓
	ISO 9001:2015 Sistem Manajemen Mutu / ISO 9001:2015 Quality Management System								
5.	Audit Internal 9001	✓	✓	✓			✓	✓	
6.	Audit Eksternal ISO 9001 / External Audit ISO 9001			✓					✓
7.	ISO Awareness	✓		✓			✓		

Program Pelatihan Sekretaris Perusahaan

Untuk mengembangkan potensi demi mencapai tujuan serta kinerja pada Perseroan secara maksimal, Sekretaris Perusahaan dan pegawai di unit Sekretaris Perusahaan perlu mengikuti berbagai program pelatihan. Berikut rincian pelatihan di tahun 2021.

No	Nama Pelatihan / Training Title	Waktu Pelatihan / Training Time	Penyelenggara / Organizer
1	Pelatihan <i>Online Risk Management Awareness</i> / Online Risk Management Awareness Training	9 April 2021 / April 9, 2021	CRMS
2	<i>Leader as Coach II</i>	27 Mei - 15 Juli 2021 / May 27 - July 15 2021	PT KAI (Persero)
3	<i>Strategic Leadership Development Program</i> (SLDP)	19 Agustus - 29 Oktober 2021 / August 19 - October 29, 2021	PT KAI (Persero)

Corporate Secretary Training Program

To develop the potential to achieve the goals and performance of the Company to the fullest, the Corporate Secretary and employees in the Corporate Secretary unit need to participate in various training programs. The followings are the details of the training in 2021

Evaluasi Kinerja Sekretaris Perusahaan

Sekretaris Perusahaan dilakukan penilaian yang diukur dari pencapaian *Key Performance Indicator* secara tahunan dan merupakan bentuk kontrak manajemen antara Vice President Sekretaris Perusahaan dengan Direktur Utama Perseroan.

Corporate Secretary Performance Evaluation

he Corporate Secretary is assessed based on the achievement of Key Performance Indicators on an annual basis and is a form of management contract between the Vice President of the Corporate Secretary and the President Director of the Company.

No.	Indikator / Indicator	Keterangan / Description	Formula	Satuan / Unit	Target	Prioritas / Priority	Poin Prioritas / Priority Point	Bobot / Weight	Realisasi / Realization	Score	Skor / Score
1	Pemberitaan positif bagi perusahaan baik di media massa maupun sosial media / Positive news for the company both in mass media and social media	Pemberitaan positif bagi Perusahaan dihitung berdasarkan prosentase pemberitaan negatif (batas maksimal : 3%) / Positive news for the Company is calculated based on the percentage of negative news (maximum limit: 3%)	3% / realisasi persentase pemberitaan negatif x Bobot / 3% / realized percentage of negative news x Weight	%	100	High	0,5	20,83	100	21	20,83
2	Terlaksananya kegiatan / event bersama stakeholder eksternal maupun internal / Implementation of activities / events with external and internal stakeholders	Jumlah realisasi kegiatan event Perusahaan yang bekerja sama dengan stakeholder baik event eksternal maupun internal / The number of realizations of the Company's event activities in collaboration with stakeholders, both external and internal event	Jumlah realisasi/ jumlah program x Bobot / Total realization/ number of programs x Weight	%	100	High	0,5	20,83	126,39	26	20,83

No.	Indikator / Indicator	Keterangan / Description	Formula	Satuan / Unit	Target	Prioritas / Priority	Poin Prioritas / Priority Point	Bobot / Weight	Realisasi / Realization	Score	Skor / Score
3	Apresiasi Bagi Perusahaan dalam Bentuk <i>awarding</i> / penghargaan / Appreciation for the Company in the form of Awards	Jumlah penghargaan yang diraih oleh perusahaan dalam satu tahun / Number of awards achieved by the company in one year	Jumlah realisasi/ jumlah program x Bobot / Total realization/ number of programs x Weight	Jumlah / Total	25	Medium	0,3	12,50	26	13	12,50
4	Terlaksananya kegiatan rapat BOD / BOC sekurang-kurangnya 1 kali dalam sebulan / Implementation of BOD / BOC meeting activities at least 1 time a month	Jumlah rapat BOD / BOC yang terlaksana dalam satu tahun / Number of BOD/ BOC meetings held in one year	Jumlah realisasi/target proporsional x Bobot / Total realization/target proportional x Weight	%	100	Medium	0,3	12,50	116,67	15	12,50
5	Terlaksananya kegiatan <i>General Affairs</i> / Implementation of General Affairs activities	Realisasi pengadaan Perlengkapan kantor dan barang inventaris, serta kegiatan kerumahtanggaan / Realization of procurement of office equipment and inventory items, as well as household activities	Jumlah pengadaan terlaksana/ target jumlah pengadaan sesuai RKAP x Bobot / Total procurements carried out/ target number of procurements according to RKAP x Weight	%	100	High	0,5	20,83	343	71	20,83
6	Efisiensi penggunaan dana untuk pelaksanaan seluruh program / Efficient use of funds for the implementation of all programs	Melakukan efisiensi kegiatan sesuai prosedur dan dana / Carry out efficiency activities according to procedures and funds	Penggunaan dana: / Use of funds: $\leq 40\% = 8,00$ $> 40 - 50\% = 9,50$ $> 50 - 60\% = 11,00$ $> 60 - 70\% = 12,50$ $> 70 - 80\% = 11,00$ $> 80 - 90\% = 9,50$ $> 90\% = 8,00$	%	60 - 70	Medium	0,3	12,50	71,58		11,00
Total								2,40	100,00	146,21	98,50

AUDIT INTERNAL

Satuan Pengawasan Intern yang selanjutnya disebut SPI adalah satuan di bawah Direktur Utama yang melaksanakan kegiatan *assurance* dan konsultasi secara independen dan objektif guna memberi nilai tambah dan meningkatkan pelaksanaan operasi organisasi.

INTERNAL AUDIT

Internal Audit Unit, hereinafter referred to as SPI, is a unit under the President Director that carries out assurance and consulting activities independently and objectively in order to provide added value and improve the organization's operations.

Dasar Penyelenggaraan SPI pada PT Kereta Commuter Indonesia

- a. Keputusan Menteri BUMN nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara;
- b. Keputusan Menteri BUMN Nomor: PER-09/MBU/2012 tanggal 6 Juli 2012 tentang perubahan atas PER-01/MBU/2011;
- c. Peraturan Direksi PT Kereta Commuter Indonesia Nomor: 002/KCI/PER-DIR/X/2020 tanggal 12 Oktober 2020 tentang Organisasi dan Tata Laksana PT Kereta Commuter Indonesia;
- d. Surat Keputusan Direksi Nomor: SK.006/CU/KCI/II/2019 tanggal 14 Februari 2019 tentang Penetapan Piagam Pengawasan Internal (*Internal Audit Charter*) Satuan Pengawasan Intern (SPI) PT Kereta Commuter Indonesia;

KODE ETIK SPI

Kode etik audit internal tertuang pada Surat Keputusan Direksi PT Kereta Commuter Indonesia (KAI Commuter) Nomor SK.006/CU/KCI/II/2019 tanggal 14 Februari 2019 Tentang Penetapan Piagam Pengawasan Internal (*Internal Audit Charter*) Satuan Pengawasan Intern (SPI) KAI Commuter. Kode etik SPI mengadopsi *Code of Ethics* yang diterbitkan oleh *Institute of Internal Auditors* (IIA) yang berlaku secara internasional, meliputi empat prinsip yaitu:

1. Prinsip Integritas;
2. Prinsip Objektivitas;
3. Prinsip Kerahasiaan; dan
4. Prinsip Kompetensi.

Basis of SPI Implementation at PT Kereta Commuter Indonesia

- a. Decree of the Minister of SOEs number: PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises;
- b. Decree of the Minister of SOEs Number: PER-09/MBU/2012 dated July 6, 2012 regarding amendments to PER-01/MBU/2011;
- c. Decree of the Board of Directors Number: 002/KCI/PER-DIR/X/2020 dated October 12, 2020 concerning the Organization and Procedure of PT Kereta Commuter Indonesia;
- d. Decree of the Board of Directors Number: SK.006/CU/KCI/II/2019 dated February 14, 2019 concerning Stipulation of the Internal Audit Charter for PT Kereta Commuter Indonesia;

SPI CODE OF CONDUCT

The internal audit code of conduct is contained in the Decree of the Board of Directors of PT Kereta Commuter Indonesia (KAI Commuter) Number SK.006/CU/KCI/II/2019 dated February 14, 2019 concerning the Establishment of the Internal Audit Charter for the Internal Audit Unit (SPI) of KAI Commuter. SPI's code of ethics adopts a Code of Ethics issued by the Institute of Internal Auditors (IIA) which is internationally applicable, covering four principles, namely:

1. Principle of Integrity;
2. Principle of Objectivity;
3. Principle of Confidentiality; and
4. Principle of Competence.

Visi, Misi, dan Tujuan SPI

SPI Vision, Mission, and Objectives

Visi / Vision	Menjadi institusi pengawas yang bersih, berintegritas, profesional, dan independen untuk memenuhi harapan <i>stakeholder</i> / Become a clean, integrity, professional and independent audit institution to meet stakeholder expectations
Misi / Mission	Menyelenggarakan fungsi <i>assurance</i> dan konsultasi dengan menerapkan prinsip-prinsip GCG untuk mewujudkan pencapaian tujuan perusahaan, meningkatkan dan melindungi nilai organisasi / Organizing assurance and consulting functions by applying GCG principles to achieve company goals, enhance and protect organizational values
Tujuan / Objectives	<p>a. Membantu direksi untuk memberikan keyakinan yang memadai (<i>reasonable assurance</i>) bahwa operasi perusahaan telah berjalan sesuai tata kelola yang baik (<i>good governance</i>) dan berpedoman pada manajemen risiko serta sistem pengendalian intern yang telah ditetapkan; dan / Assist the board of directors to provide reasonable assurance that the company's operations have been running according to good governance and are guided by risk management and the established internal control system; and</p> <p>b. Memberi masukan kepada manajemen untuk meningkatkan tata kelola, manajemen risiko, dan pengendalian internal. / Provide input to management to improve governance, risk management, and internal control.</p>

Fungsi SPI

Dalam menjalankan tugasnya, SPI memiliki fungsi sebagai berikut:

- a. Membantu Direksi dalam menerapkan *Good Governance*, baik melalui kegiatan *assurance* maupun konsultasi melalui rekomendasi yang dihasilkan; dan
- b. Sebagai mitra strategis manajemen untuk meningkatkan efisiensi dan efektivitas operasional, pengendalian intern, manajemen risiko dan tata kelola perusahaan.

SPI function

In carrying out its duties, the SPI has the following functions:

- a. Assisting the Board of Directors in implementing Good Governance, either through assurance activities or consulting through the resulting recommendations; and
- b. As a strategic partner of management to improve operational efficiency and effectiveness, internal control, risk management and corporate governance.

Ruang Lingkup SPI

- a. Ruang lingkup audit internal antara lain termasuk namun tidak terbatas pada pengujian objektif atas bukti dengan maksud untuk memberikan penilaian yang independen atas kecukupan dan efektivitas tata kelola, manajemen risiko, dan pengendalian KAI Commuter.

Penilaian audit internal termasuk mengevaluasi:

- 1) Risiko yang berkaitan dengan pencapaian sasaran strategis KAI Commuter diidentifikasi dan dikelola dengan tepat;

SPI Scope

- a. The scope of internal audit includes but is not limited to objective testing of evidence with a view to providing an independent assessment of the adequacy and effectiveness of KAI Commuter's governance, risk management, and controls.

The internal audit assessment includes evaluating:

- 1) Risks related to the achievement of KAI Commuter's strategic objectives are identified and managed appropriately;

- 2) Tindakan para pejabat, Direktur, pegawai, dan rekanan KAI Commuter patuh pada kebijakan, prosedur, hukum, peraturan, dan standar tata kelola yang berlaku;
 - 3) Hasil kegiatan atau program konsisten dengan tujuan dan sasaran yang telah ditetapkan;
 - 4) Kegiatan atau program dilakukan secara efektif dan efisien;
 - 5) Proses dan sistem yang mapan patuh pada kebijakan, prosedur undang-undang dan peraturan yang dapat berdampak signifikan pada KAI Commuter;
 - 6) Informasi yang digunakan untuk mengidentifikasi, mengukur, menganalisis, mengklasifikasikan, dan melaporkan adalah andal serta memiliki integritas;
 - 7) Sumber daya dan aset diperoleh secara ekonomis, digunakan secara efisien, dan dilindungi secara memadai.
- b. Pelaporan hasil penilaian dan evaluasi atas kecukupan dan efektivitas tata kelola, manajemen risiko dan pengendalian kepada Direksi/Dewan Komisaris/Komite Audit/Manajemen, termasuk pihak luar yang berkepentingan.
- c. VP SPI akan melaporkan secara berkala kepada Direksi/Komisaris/Komite Audit mengenai:
- 1) Tujuan, wewenang, dan tanggung jawab SPI;
 - 2) Rencana dan realisasi kinerja SPI;
 - 3) Kesesuaian SPI dengan Kode Etik dan Standar IIA, dan rencana aksi untuk menunjukkan kesesuaian yang signifikan;
 - 4) Eksposur risiko yang signifikan dan pengendalian, termasuk risiko *fraud*, masalah tata kelola, dan hal-hal lain yang memerlukan perhatian, atau sesuai permintaan Direksi Komisaris/Komite Audit;
 - 5) Hasil audit atau kegiatan lainnya;
 - 6) Persyaratan sumber daya; dan
 - 7) Segala respon manajemen terhadap risiko yang mungkin tidak dapat diterima oleh KAI Commuter.

- 2) The actions of KAI Commuter's officers, directors, employees, and partners comply with applicable policies, procedures, laws, regulations, and governance standards;
 - 3) The results of the activity or program are consistent with the goals and objectives that have been set;
 - 4) Activities or programs are carried out effectively and efficiently;
 - 5) Well-established processes and systems comply with policies, procedures, laws and regulations that may have a significant impact on KAI Commuter;
 - 6) Information used to identify, measure, analyze, classify, and report is reliable and has integrity;
 - 7) Resources and assets are acquired economically, used efficiently, and adequately protected.
- b. Reporting the results of the assessment and evaluation of the adequacy and effectiveness of governance, risk management and control to the Board of Directors/Board of Commissioners/Audit Committee/Management, including interested outside parties.
- c. VPSPI will periodically report to the Board of Directors/Commissioners/Audit Committee regarding:
- 1) SPI's objectives, powers and responsibilities;
 - 2) SPI performance plan and realization;
 - 3) Conformance of SPI with Code of Ethics and IIA Standards, and action plans to demonstrate significant conformity;
 - 4) Exposure to significant risks and controls, including risk of fraud, governance issues, and other matters requiring attention, or at the request of the Board of Directors Commissioner/Audit Committee;
 - 5) Results of audits or other activities;
 - 6) Resource requirements; and
 - 7) All management responses to risks that may not be accepted by KAI Commuter.

- d. Jika memungkinkan, VP SPI mengkoordinasikan kegiatan dengan mempertimbangkan hasil audit dan hasil konsultasi pihak internal dan eksternal seperlunya.
- e. SPI dapat memberikan saran dan jasa konsultasi klien terkait, sifat dan ruang lingkup yang akan disepakati dengan klien, namun SPI tidak memikul tanggung jawab manajemen.
- f. Peluang untuk meningkatkan efisiensi tata kelola, manajemen risiko, dan pengendalian dapat diidentifikasi selama penugasan. Peluang ini akan dikomunikasikan ke tingkat manajemen.

- d. If possible, VP SPI coordinates activities taking into account the results of the audit and the results of consultations with internal and external parties as necessary.
- e. SPI can provide advice and consulting services related to clients, the nature and scope of which will be agreed with the client, but SPI does not assume management responsibilities.
- f. Opportunities to improve the efficiency of governance, risk management, and control can be identified during the engagement. This opportunity will be communicated to management level.

PROFIL KEPALA SPI

SPI HEAD PROFILE



ANDI GUMILAR

Internal Audit Vice President
Internal Audit Vice President

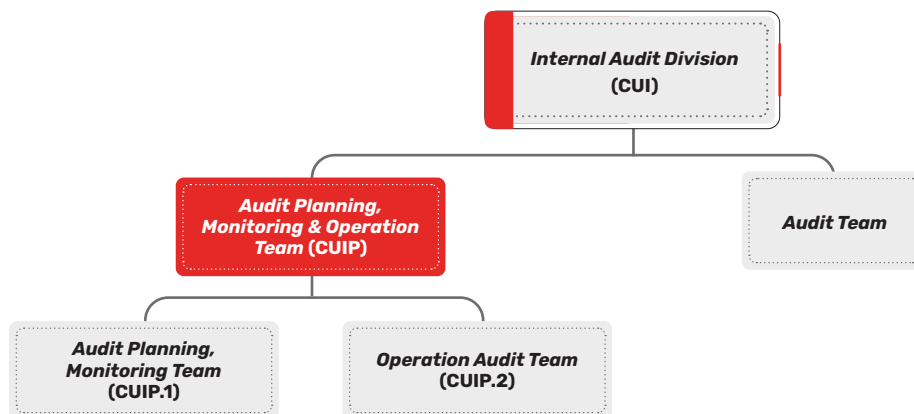
Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/ Place & Date of Birth	45/Sumedang, 18 September 1976 / 45/Sumedang, September 18, 1976
Riwayat Pendidikan / Educational Background	S2 Master of Commerce, The University of Queensland-2003
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/52.3/III/2021 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/52.3/III/2021
Pengalaman Kerja / Employment History	<ul style="list-style-type: none"> • Internal Audit Vice President (2021-sekarang / present) • Vice President General Audit 2 (2016-2021) • Vice President Special Audit (2014-2016) • Vice President Investigative Audit (2014)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliation with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Jakarta, Indonesia

Struktur dan Kedudukan SPI

Kedudukan Internal Audit Division berada di bawah langsung Main Direktorat (Direktorat Utama) sebagaimana tertuang dalam Surat Keputusan Direksi KAI Commuter Nomor: 007/KCI/PER-DIR/X/2020 tanggal 19 Oktober 2020 tentang Organisasi dan Tata Laksana Direktorat Utama.

SPI Structure and Position

The position of the Internal Audit Division is directly under the Main Directorate as stated in the Decree of the Directors of KAI Commuter Number: 007/KCI/PER-DIR/X/2020 dated October 19, 2020 regarding the Organization and Management of the Main Directorate.



Komposisi Unit SPI

Susunan dan komposisi SDM Unit SPI sebanyak 12 orang, dengan rincian sebagai berikut:

SPI Composition

SPI consists of 12 members with the following details

No	Nama / Name	NIPP/NIK	Jabatan / Position
1	Andi Gumilar	64230	Internal Audit Vice President
2	Fu Fau	63597	Audit Spesialist 1 / Audit Specialist 1
3	Nunung Nurnaningsih	42526	Audit Spesialist 1 / Audit Specialist 1
4	Wawan Herawan	41994	Audit Spesialist 1 / Audit Specialist 1
5	Septedi Alimudin	1013	Audit Spesialist 1 / Audit Specialist 1
6	Muhammad Husni Thamrin	48617	Audit Planning, Monitoring, and Operation Manager
7	Farah Martha Yovita	61671	Audit Spesialist 2 / Audit Specialist 2
8	Basunando Pamungkas	1066	Audit Spesialist 5 / Audit Specialist 5
9	Dimas Andika	1948	Audit Planning and Monitoring Level 7
10	Arief Abdul Aziz	1947	Audit Planning and Monitoring Level 7
11	Adetya Rachmasari	2359	Operation Audit Level 7
12	Neli Anisa	73709	Operation Audit Level 7

Pengembangan Kompetensi SPI Tahun 2021

Pengembangan kompetensi meliputi antara lain program pendidikan dan pelatihan, *in house training* & penambahan wawasan. Program pendidikan dan pelatihan akan dilakukan melalui program pendidikan dan pelatihan atau sertifikasi audit yang diselenggarakan oleh Yayasan Pendidikan Internal Audit (YPIA), *Institute of Internal Audit* (IIA), Lembaga Pendidikan *Fraud Auditing* dan Lembaga pendidikan lainnya yang relevan dengan pelaksanaan pekerjaan. Sedangkan *in house training* antara lain mengikuti seminar, lokakarya yang dilaksanakan oleh lembaga-lembaga/yayasan/konsultan yang memadai. Realisasi Program pendidikan & pelatihan, *in house training* & penambahan wawasan pegawai pada *Internal Audit Division* tahun 2021 sebagai berikut:

SPI Competency Development in 2021

Competency development includes, among others, education and training programs, in-house training & additional insight. The education and training program will be carried out through education and training programs or audit certification organized by the Internal Audit Education Foundation (YPIA), the Institute of Internal Audit (IIA), the Fraud Auditing Education Institute and other educational institutions relevant to the implementation of the work. Meanwhile, in-house training includes attending seminars, workshops carried out by adequate institutions/foundations/consultants. The realization of education & training programs, in-house training & additional employee insights in the Internal Audit Division in 2021 is as follows:

No	Nama Pelatihan / Training Title	Keterangan / Description
1	Sertifikasi QIA Tingkat Dasar, YPIA, a.n Septedi Alimudin / Basic Level QIA Certification, YPIA, of Septedi Alimudin	Selesai / Completed
2	Sertifikasi QIA Tingkat Lanjutan, YPIA, a.n Wawan Herawan / Advanced QIA Certification, YPIA, of Wawan Herawan	Selesai / Completed
3	Sertifikasi QIA Tingkat Dasar, YPIA, a.n Basunando Pamungkas / Basic Level QIA Certification, YPIA, of Basunando Pamungkas	Selesai / Completed
4	Sertifikasi QIA Tingkat Lanjutan, YPIA, a.n Dimas Andika / Advanced QIA Certification, YPIA, of Dimas Andika	Selesai / Completed
5	Pelatihan COSO Based Internal 2013 Audit a.n Fu Fau / COSO Based Internal Audit 2013 Training a.n Fu Fau	Selesai / Completed
6	Sertifikasi QIA Tingkat Lanjutan, YPIA, a.n Fu Fau / Advanced QIA Certification, YPIA, of Fu Fau	Selesai / Completed
7	Sertifikasi QIA Tingkat Dasar, YPIA, a.n Arief Abdul Aziz / Basic Level QIA Certification, YPIA, of Arief Abdul Aziz	Selesai / Completed
8	Pelatihan COSO Based Internal 2013 Audit a.n Andi Gumilar / COSO Based Internal Audit 2013 Training of Andi Gumilar	Selesai / Completed
9	CIA Review Course, a.n Andi Gumilar / CIA Review Course, of Andi Gumilar	Selesai / Completed
10	Corporate Forensic Auditor Certified, a.n Farah Martha Yovita / Corporate Forensic Auditor Certified, of Farah Martha Yovita	Selesai / Completed

Pengangkatan dan Pemberhentian Kepala SPI

Sebagaimana tertuang pada Surat Keputusan Direksi KAI Commuter Nomor: SK.006/CU/KCI/II/2019 tanggal 14 Februari 2019 tentang Penetapan Piagam Pengawasan Internal (*Internal Audit Charter*) SPI KAI Commuter Bab II,

Appointment and Dismissal of SPI Head

As stated in the Decree of the Board of Directors of KAI Commuter Number: SK.006/CU/KCI/II/2019 dated February 14, 2019 concerning Stipulation of the Internal Audit Charter of KAI Commuter SPI Chapter II, Number

Nomor 5 tentang Struktur dan Kedudukan "SPI dipimpin oleh seorang *Vice President* SPI yang diangkat dan diberhentikan oleh Direktur Utama dan mendapatkan persetujuan Dewan Komisaris".

Piagam Unit SPI

Piagam Unit Audit Internal tertuang pada Surat Keputusan Direksi KAI Commuter Nomor: SK.006/CU/KCI/II/2019 tanggal 14 Februari 2019 tentang Penetapan Piagam Pengawasan Internal (*Internal Audit Charter*) SPI KAI Commuter.

Tugas, Wewenang, dan Tanggung Jawab SPI

Tugas dan tanggung jawab *Internal Audit Division* telah tertuang pada Bagian Ketiga Surat Keputusan Direksi KAI Commuter Nomor: 007/KCI/PER-DIR/X/2020 tanggal 19 Oktober 2020 tentang Organisasi dan Tata Laksana Direktorat Utama. Berikut rinciannya:

1. Mengarahkan dan mengontrol RKA internal audit;
2. Mengarahkan dan mengontrol program kerja audit tahunan;
3. Mengarahkan dan mengontrol Laporan Hasil Audit (LHA) khusus;
4. Mengarahkan dan mengontrol LHA audit investigasi;
5. Mengarahkan dan mengontrol LHA audit *continuous*;
6. Mengarahkan dan mengontrol *assessment* sistem pengendalian internal;
7. Mengarahkan dan mengontrol *review* laporan keuangan;
8. Mengarahkan dan mengontrol laporan hasil konsultasi;
9. Mengarahkan dan mengontrol audit *universe* dalam rangka memastikan basis risiko audit dengan level tinggi dipetakan;
10. Mengarahkan dan mengontrol laporan *self-assessment*;
11. Mengarahkan dan mengontrol tindak lanjut audit internal dan eksternal;
12. Mengarahkan dan mengontrol penyerapan biaya operasional;

5 concerning Structure and Position "SPI is led by a Vice President of SPI who is appointed and dismissed by the President Director and is approved by the Board of Commissioners".

SPI Charter

The Internal Audit Unit's charter is stated in the Decree of the Directors of KAI Commuter Number: SK.006/CU/KCI/II/2019 dated February 14, 2019 regarding the KAI Commuter Internal Audit Charter

SPI Duties, Authorities and Responsibilities

The duties and responsibilities of the Internal Audit Unit have been stated in Part Three of the Decree of the Directors of KAI Commuter Number: 007/KCI/PER-DIR/X/2020 dated October 19, 2020 regarding the Organization and Management of the Main Directorate. Here are the details:

1. Directing and controlling the internal audit RKA;
2. Directing and controlling the annual audit work program;
3. Directing and controlling the special Audit Results Report (LHA);
4. Directing and controlling LHA investigative audits;
5. Directing and controlling the LHA continuous audit;
6. Directing and controlling the assessment of the internal control system;
7. Directing and controlling the review of financial statements;
8. Directing and controlling the report on the results of the consultation;
9. Directing and controlling the audit universe in order to ensure that a high-level audit risk base is mapped out;
10. Direct and control the self-assessment report;
11. Directing and controlling the follow-up of internal and external audits;
12. Directing and controlling the absorption of operational costs;

- | | |
|---|---|
| <ol style="list-style-type: none"> 13. Mengarahkan dan mengontrol penilaian/pengujian yang objektif dan independen atas laporan hasil pemeriksaan seluruh kegiatan dalam Perusahaan menyangkut efisiensi dan efektivitas serta ketaat-asas-an dalam kegiatan organisasi Perusahaan; 14. Mengarahkan dan mengontrol pemeriksaan dan penilaian yang berkaitan dengan masalah yang bersifat khusus (<i>incidental</i>) termasuk audit/pemeriksaan investigatif; 15. Mengarahkan dan mengontrol Program Kerja Tahunan (PKT) dan anggaran serta melaporkan untuk mendapat persetujuan Direktur Utama dan/atau Dewan Komisaris melalui Komite Audit; 16. Mengarahkan administrasi terhadap seluruh laporan dan dokumen bahan pemeriksaan yang dilakukan oleh auditor/pemeriksa dari luar Perusahaan; 17. Mengarahkan dan mengontrol pendampingan dan memberikan pertimbangan selama dilaksanakannya proses pemeriksaan oleh pihak auditor eksternal; 18. Mengarahkan dan mengontrol laporan hasil pengawasan/penilaian dan melaporkannya kepada Direktur Utama dan/atau Dewan Komisaris melalui Komite Audit; dan 19. Mengintegrasikan dan mengkoordinasikan seluruh organisasi di bawah tanggungjawabnya. | <ol style="list-style-type: none"> 13. Directing and controlling the objective and independent assessment/testing of the report on the results of the examination of all activities within the Company concerning efficiency and effectiveness as well as compliance with the principles of the Company's organizational activities; 14. Directing and controlling inspections and assessments related to incidental matters, including investigative audits/investigations; 15. Directing and controlling the Annual Work Program (PKT) and budget and reporting for approval from the President Director and/or the Board of Commissioners through the Audit Committee; 16. Directing the administration of all reports and documents of examination materials carried out by auditors/examiners from outside the Company; 17. Directing and controlling the assistance and giving consideration during the audit process carried out by the external auditor; 18. Directing and controlling the report on the results of the supervision/assessment and report it to the President Director and/or the Board of Commissioners through the Audit Committee; and 19. Integrating and coordinating the entire organization under its responsibility. |
|---|---|

Program Kerja SPI

Dalam melaksanakan tugasnya, unit SPI mengacu pada Program Kerja Tahun 2021 yang telah disetujui oleh Direktur Utama KAI Commuter dan disampaikan ke Komite Audit. Adapun program kerja Unit SPI Tahun 2021 meliputi program audit dan non audit.

1. Program Audit
Perencanaan kegiatan audit untuk tahun anggaran 2021 disusun dengan fokus pada sasaran audit yang mempunyai risiko signifikan dan berdampak negatif terhadap pencapaian tujuan perusahaan. Dari hasil prediksi dan identifikasi Program RKAP tahun 2021 KAI Commuter dan temuan-temuan hasil audit internal dan eksternal tahun sebelumnya maka pada tahun 2021 ditetapkan 3 (tiga) fokus audit, yaitu:

SPI Work Program

In carrying out its duties, the SPI unit refers to the 2021 Work Program which has been approved by the President Director of KAI Commuter and submitted to the Audit Committee. The work program of the SPI Unit in 2021 includes audit and non-audit programs.

1. Audit Program
Planning for audit activities for the 2021 fiscal year is prepared with a focus on audit targets that have significant risks and have a negative impact on the achievement of company goals. From the predictions and identification of KAI Commuter's 2021 RKAP Program and the findings of the previous year's internal and external audits, in 2021 3 (three) audit focuses are set, namely:

- a) Audit Operasional Atas Tata Kelola Perawatan Sarana Periode Tahun 2020 s.d Triwulan I 2021;
 - b) Audit Operasional Atas Tata Kelola Pendapatan *Non Fare Box* Periode Tahun 2020 s.d Triwulan I 2021;
 - c) Audit Operasional Produktifitas Pegawai Periode Semester II 2019 s.d Semester I 2021
2. Program Non Audit
- Program non audit meliputi kegiatan konsultasi, monitoring tindak lanjut, pengembangan kompetensi pegawai, pendampingan auditor eksternal, penugasan non audit atas permintaan Direksi, dan penilaian atas efektivitas manajemen risiko dan sistem pengendalian intern.
- a) Konsultasi
Kegiatan pemberian *advis* (nasihat) dan jasa lain yang dibutuhkan klien, yang sifat dan ruang lingkup penugasannya telah disepakati dengan klien, ditujukan untuk menambah nilai dan meningkatkan proses tata kelola organisasi, pengelolaan risiko, dan pengendalian, tanpa adanya pengalihan tanggung jawab dari manajemen kepada auditor internal. Contohnya termasuk: pemberian nasihat, fasilitasi, dan pelatihan. Konsultasi dapat bersifat permintaan dari manajemen (*on call*).
 - b) *Monitoring* Tindak Lanjut
Monitoring tindak lanjut dilaksanakan untuk temuan yang berasal dari auditor eksternal maupun auditor internal. Penyusunan program pelaksanaan monitoring tindak lanjut disusun berdasarkan:
 - 1) Laporan hasil audit SPI PT KAI, BPK, dan KAP; dan
 - 2) Laporan Hasil Audit Internal SPI KAI Commuter.
- a) Operational Audit on Facility Maintenance Governance for the Period 2020 to First Quarter 2021;
 - b) Operational Audit on Non-Fare Box Revenue Management for the Period of 2020 to the First Quarter of 2021;
 - c) Employee Productivity Operational Audit for Semester II 2019 to Semester I 2021
2. Non-Audit Program
- The non-audit program includes consulting activities, follow-up monitoring, employee competency development, external auditor assistance, non-audit assignments at the request of the Board of Directors, and assessment of the effectiveness of risk management and internal control systems.
- a) Consultation
The activities of providing advice (advice) and other services needed by the client, the nature and scope of which has been agreed with the client, is aimed at adding value and improving the processes of organizational governance, risk management, and control, without any transfer of responsibility from management to the auditors internally. Examples include: advising, facilitation, and training. Consultation can be requested from management (on call).
 - b) Follow Up Monitoring
Follow-up monitoring is carried out for findings from external auditors and internal auditors. The preparation of the follow-up monitoring implementation program is based on:
 - 1) Report on the results of the SPI audit of PT KAI, BPK, and KAP; and
 - 2) Report on Internal Audit Results of KAI Commuter's SPI.

Counterpart Auditor Eksternal

SPI berperan sebagai pendamping dalam pelaksanaan audit yang dilakukan oleh pihak eksternal, yaitu: BPK, KAP, SPI PT KAI dan pihak lainnya. Pendampingan audit antara lain:

- 1) Membantu pengumpulan dan kelengkapan data Audit; dan
- 2) Membantu kelancaran kegiatan pelaksanaan dan pembahasan audit dengan *auditee* serta manajemen.

Evaluasi atas Efektivitas Sistem Pengendalian Internal

Evaluasi sistem pengendalian intern dilaksanakan oleh Unit SPI dengan mengacu Peraturan Direksi Nomor: 003/PERDIR/AI.100/I/KCI/2021 tanggal 12 Januari 2021 tentang Pedoman Evaluasi Sistem Pengendalian Intern. Evaluasi sistem pengendalian intern oleh Unit SPI dapat dilakukan terhadap korporasi secara menyeluruh, terhadap suatu unit bisnis, atau terhadap suatu proses bisnis dan fungsi-fungsi organisasi yang ada di perusahaan. Evaluasi sistem pengendalian intern di lingkungan KAI Commuter pada hakekatnya merupakan kegiatan untuk menilai tingkat efektivitas sistem pengendalian intern. Selain itu, evaluasi menghasilkan hal-hal yang harus diperbaiki (*area improvement*) beserta saran untuk perbaikannya.

AKUNTAN PUBLIK

Fungsi pengawasan independen terhadap aspek keuangan Perusahaan dilakukan oleh Kantor Akuntan Publik. Salah satu keputusan hasil Rapat Umum Pemegang Saham (RUPS) pada tanggal 19 Mei 2021 adalah penunjukan KAP Amir Abadi Jusuf, Aryanto, Mawar dan Rekan untuk melakukan audit laporan keuangan Tahun buku 2021. Audit dilaksanakan berdasarkan standar auditing yang ditetapkan oleh Institut Akuntan Publik Indonesia dan standar pemeriksaan keuangan negara yang diterbitkan Badan Pemeriksa Keuangan Republik Indonesia.

External Auditor Counterpart

SPI's role is to assist the implementation of audit performed by external parties, namely: BPK, KAP, SPI of PT KAI and other parties. The audit assistance is as follows:

- 1) Assist in the collection and completeness of Audit data; and
- 2) Assist in the smooth implementation and discussion of audit activities with auditees and the management.

Evaluation of the Effectiveness of the Internal Control System

Evaluation of the internal control system is under the responsibility of the SPI Unit in accordance with the Regulation of the Director of the Board of Directors Number: 003/PERDIR/AI.100/I/KCI/2021 dated January 12, 2021 concerning Guidelines for the Evaluation of Internal Control System. The internal control system evaluation at KAI Commuter is essential intended to improve the effectiveness of the internal control system. In addition, the evaluation provides several areas of improvement as well as suggestions for such improvements.

PUBLIC ACCOUNTANT

The independent oversight function of the Company's financial aspects is carried out by a Public Accounting Firm. Based on the results of the General Meeting of Shareholders (GMS) on May 19, 2021, the KAP to audit the Financial Statements for the 2021 Fiscal Year was Amir Abadi Jusuf, Aryanto, Mawar dan Rekan. The audit is carried out based on auditing standards set by the Indonesian Institute of Public Accountants and state financial audit standards issued by the Audit Board of Indonesia.

Mekanisme Penunjukan Akuntan Publik

Berikut adalah tahapan dalam menentukan Akuntan Publik dan Kantor Akuntan Publik (KAP) Perusahaan yang dilakukan oleh PT KAI selaku induk Perusahaan:

1. Pengadaan auditor independen dimulai dengan penyusunan KAK oleh Unit Keuangan PT KAI sebagai syarat utama administrasi pengadaan agar mendapat persetujuan dari komite audit PT KAI.
2. Unit Logistik PT KAI melakukan pengadaan auditor independen berdasarkan KAK yang disetujui Direktur Utama PT KAI, arahan Komite Audit PT KAI, dan ketentuan yang berlaku.
3. Unit Logistik PT KAI mengajukan tiga calon auditor independen yang terpilih kepada Direktur Utama dan kemudian diserahkan kepada Komite Audit PT KAI.
4. Komite Audit PT KAI dan unit keuangan PT KAI melakukan telaah dan evaluasi untuk selanjutnya disampaikan kepada Dewan Komisaris.
5. Dewan Komisaris PT KAI membahas pada Rapat Dewan Komisaris PT KAI.
6. Dewan Komisaris PT KAI mengirimkan surat kepada Pemegang Saham mengenai usulan Penunjukan Kantor Akuntan Publik (KAP).
7. Penunjukan Akuntan Publik dan Kantor Akuntan Publik (KAP) menjadi salah satu agenda pada RUPS LPT PT KAI.
8. Unit Keuangan PT KAI menginformasikan kepada Unit Keuangan KAI Commuter perihal hasil penunjukan Kantor Akuntan Publik serta waktu pelaksanaan auditnya.

Berikut adalah daftar Kantor Akuntan Publik yang 5 (lima) tahun terakhir melakukan audit di KAI Group termasuk KAI Commuter, Adapun segala biaya audit yang ada dibayarkan oleh PT KAI selaku induk Perusahaan.

Public Accountant Appointment Mechanism

The following are the stages in determining the Company's Public Accountant and Public Accounting Firm (KAP) carried out by PT KAI as the parent company:

1. The procurement of independent audit is commenced with the preparation of KAK by the Finance Unit of PT KAI as the main administrative requirement for the procurement to be approved by the audit committee of PT KAI.
2. PT KAI's Logistics Unit procures an independent auditor based on the KAK approved by the President Director of PT KAI, the direction of the PT KAI Audit Committee, and applicable regulations.
3. The Logistics Unit of PT KAI shall propose three independent auditor candidates who were selected to the President Director and then submitted to the PT KAI Audit Committee.
4. The Audit Committee of PT KAI and the financial unit of PT KAI conducted a review and evaluation to be submitted to the Board of Commissioners.
5. The Board of Commissioners of PT KAI discussed at the Meeting of the Board of Commissioners of PT KAI.
6. The Board of Commissioners of PT KAI sent a letter to the Shareholders regarding the proposal for the Appointment of a Public Accounting Firm (KAP).
7. The appointment of a Public Accountant and Public Accounting Firm (KAP) is one of the agendas at the PT KAI LPT GMS.
8. The Finance Unit of PT KAI informs the Finance Unit of KAI Commuter regarding the results of the appointment of the Public Accounting Firm and the timing of the audit.

The following is a list of Public Accounting Firms that have audited the KAI Group for the last 5 (five) years, including KAI Commuter. All audit fees are paid by PT KAI as the parent company.

Efektivitas Pelaksanaan Audit Eksternal

Direksi secara aktif melakukan pemantauan tindak lanjut temuan-temuan pemeriksaan audit eksternal dalam setiap rapat koordinasi antara Direksi dengan satuan-satuan kerja terkait sehingga diharapkan di masa yang akan datang temuan serupa tidak akan terulang kembali. Selain itu, Direksi juga senantiasa aktif melakukan koordinasi dan komunikasi dengan auditor eksternal agar pelaksanaan audit berjalan dengan efektif dan apabila terjadi kendala dalam objek pemeriksaan dapat segera dicari solusi dalam mengatasi setiap permasalahan yang ada. Komite Audit melakukan kajian atas efektivitas pelaksanaan audit eksternal untuk memastikan pelaksanaan audit tidak menemui hambatan dan seluruh temuan dapat ditindaklanjuti sesuai dengan kewenangan yang ditetapkan.

Effectiveness of External Audit Implementation

The Board of Directors actively monitors the follow-up to the findings of the external audit in every coordination meeting between the Board of Directors and related work units so that it is expected that in the future similar findings will not be repeated. In addition, the Board of Directors also actively coordinates and communicates with external auditors so that the audit is carried out effectively and if there are problems with the object of the examination, a solution can be immediately sought to overcome any existing problems. The Audit Committee reviews the effectiveness of the external audit implementation to ensure that the audit does not encounter obstacles and that all findings can be followed up in accordance with the stipulated authority

Tindak Lanjut Temuan Audit Kantor Akuntan Publik

Follow-up on Audit Findings of the Public Accounting Firm

No	LHA	Keterangan / Description	Tahun / Year	Temuan / Findings	Rekomendasi / Recommendation	Tindak Lanjut / Follow Up	Status
1	Kantor Akuntan Publik / Public Accounting Firm	Kepatuhan / Compliance	2021	0	0	0	Close

SISTEM PENGENDALIAN INTERNAL

Sistem Pengendalian Internal yang dilakukan oleh Perusahaan dilakukan berdasarkan aturan KAI Commuter SK.014/CU/KCI/III/2020 tentang Penetapan Pedoman Penerapan Sistem Pengendalian Internal (*Internal Control System*) serta Peraturan Menteri BUMN Nomor PER-09/MBU/2012 Tanggal 6 Juli 2012 perihal Penerapan Praktik *Good Corporate Governance* pada BUMN.

INTERNAL CONTROL SYSTEM

The Company carried out an Internal Control System based on the regulation of KAI Commuter SK.014/CU/KCI/III/2020 concerning the Stipulation of Guidelines for the Implementation of the Internal Control System and the Regulation of the Minister of SOE No. PER-09/MBU/2012 dated July 6, 2012 regarding the Implementation of Good Corporate Governance Practices in SOEs.

Sistem Pengendalian Internal wajib diterapkan agar kepatuhan terhadap peraturan-peraturan yang berlaku dapat meningkat secara berkesinambungan, selain adanya pengendalian internal dapat menjamin tersedianya data laporan manajemen secara umum

Internal Control System must be implemented so that compliance with applicable regulations can improve continuously, in addition to ensure the availability of the overall management report data and finances quickly, accurately, completely and systematically with high level

maupun keuangan secara cepat, tepat, lengkap dan sistematis serta memiliki tingkat efektivitas dan efisiensi yang tinggi dari seluruh kegiatan usaha Perusahaan. Komitmen Perusahaan ini tertuang dalam kebijakan Sistem Pengendalian Internal yang disahkan oleh Direktur Utama dan Komisaris Utama KAI Commuter.

Kerangka Kerja Sistem Pengendalian Internal

Sistem pengendalian atas aktivitas Perseroan telah disesuaikan dengan standar pengendalian yang berlaku secara internasional, yaitu *The Committee of Sponsoring Organization of the Treadway Commission (COSO) Internal Control Framework*. Tujuan penerapan pengendalian internal ini diarahkan pada tujuan efektivitas dan efisiensi operasional, ketepatan dan keandalan laporan, serta kepatuhan terhadap peraturan dan ketentuan yang berlaku.

Audit internal sebagai salah satu unsur dalam *Three Lines Model* berperan memberikan *assurance* dan *advice* yang independen dan objektif kepada manajemen dan organ pengurus terkait efektivitas pengendalian internal untuk mendukung pencapaian tujuan organisasi.

Secara umum komponen sistem pengendalian internal Perusahaan terdiri dari:

of effectiveness and efficiency from all of the Company's business activities. The Company's commitment is contained in the Internal Control System policy which was approved by the President Director and President Commissioner of KAI Commuter.

Internal Control System Framework

The control system for the Company's activities has been adjusted to the internationally accepted control standards, namely *The Committee of Sponsoring Organization of the Treadway Commission (COSO) Internal Control Framework*. The purpose of the internal control implementation is directed at the objectives of operational effectiveness and efficiency, accuracy and reliability of reports, as well as compliance with applicable rules and regulations.

Internal Audit as one of the components in the *Three Lines Model* is to provide independent and objective advice and assurance to the management and executive organs regarding the effectivity of internal control to support the achievement of organizational goals.

In general, the components of the Company's internal control system consist of:

Lingkungan Pengendalian / Control Environment	Susunan dari standar, proses dan struktur yang menyediakan dasar untuk terlaksananya pengendalian internal dalam organisasi. / Composition of of standards, processes and structures that provide the basis for the implementation
Pengendalian Risiko / Risk Control	Proses mengidentifikasi, menilai, mengelola, dan mengendalikan risiko terkait pencapaian tujuan organisasi. / Process of of identifying, assessing, managing, and controlling events or situations to provide adequate insurance for the achievement of organizational goals.
Kegiatan Pengendalian / Control Activities	Memastikan adanya pengendalian yang dikelola oleh manajemen sehingga efektif yang menjaga arah tujuan organisasi. / Ensure that there are effective controls managed by management that maintain the direction of the organization's goals.
Informasi dan Komunikasi / Information and Communication	Memberikan jaminan yang memadai bahwa informasi yang relevan dan dapat dipercaya telah dimiliki, dicatat, dan dikomunikasikan secara efektif kepada pimpinan entitas dan pihak lain yang memerlukan untuk melaksanakan tanggung jawab pengendalian internal dan operasionalnya. / Provide adequate assurance that relevant and reliable information is possessed, recorded, and effectively communicated to the entity's management and other parties required to carry out its internal and operational control responsibilities.
Pemantauan / Monitoring	Kegiatan pemantauan mencakup evaluasi berkelanjutan, evaluasi terpisah, atau kombinasi dari keduanya yang dimaksudkan untuk memastikan tiap-tiap komponen pengendalian internal ada dan berfungsi sebagaimana mestinya. / Monitoring activities include continuous evaluations, separate evaluations, or a combination of the two which are intended to ensure each component of internal control exists and functions as intended.

Evaluasi terhadap Sistem Pengendalian Internal

Kecukupan dan efektivitas pengendalian internal yang menjadi tanggung jawab manajemen wajib diiringi dengan evaluasi secara komprehensif demi memastikan bahwa pelaksanaannya telah berjalan efektif di setiap aktivitas Perusahaan.

Berdasarkan hasil identifikasi dan evaluasi efektivitas sistem pengendalian internal tahun 2021, manajemen telah menerapkan pengendalian internal yang memadai, baik dari aspek lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, informasi dan komunikasi, dan pemantauan. Temuan maupun laporan hasil evaluasi disampaikan kepada manajemen untuk ditindaklanjuti dan dimonitor demi menjamin kualitas pengendalian internal secara berkesinambungan.

MANAJEMEN RISIKO

Penerapan Manajemen Risiko di PT Kereta Commuter Indonesia berlandaskan dari Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN.

Adapun penerapan Manajemen Risiko dituangkan dalam Keputusan Direksi PT Kereta Commuter Indonesia Nomor SK.006.2/CU/KCJ/III/2017 tanggal 15 Maret 2017 tentang Penerapan *Standard Operational Procedure* (SOP) Manajemen Risiko Investasi di Lingkungan PT KAI Commuter Jabodetabek.

Untuk pengelolaan risiko, Perseroan menerapkan *Enterprise Risk Management* (ERM) berdasarkan ISO 31000:2018. Penerapan ERM telah diimplementasikan secara bertahap mulai tahun 2020. Dengan menerapkan *Enterprise Risk Management* diharapkan dapat menjamin nilai tambah Perseroan.

Struktur Organisasi Manajemen Risiko

Dalam menjalankan fungsi manajemen risiko berada di bawah Unit GRC dan Legal, berikut struktur organisasi dari manajemen risiko di Perusahaan.

Evaluation of Internal Control System

The adequacy and effectiveness of internal control which is the responsibility of management must be accompanied by a comprehensive evaluation to ensure that its implementation has been running effectively in every activity of the Company.

Based on the results of the identification and evaluation of the effectiveness of the internal control system in 2021, the management has implemented adequate internal control, both in terms of the control environment, risk assessment, control activities, information and communication, and monitoring. Findings and evaluation reports are submitted to management to be followed up and monitored to ensure the quality of internal control on an ongoing basis.

RISK MANAGEMENT

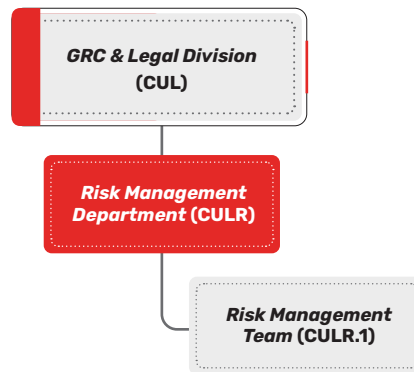
Implementation of Risk Management at PT Kereta Commuter Indonesia is based on the Regulation of the Minister for State-Owned Enterprises Number PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in SOEs.

The implementation of Risk Management is also stated in the Decree of the Board of Directors of PT Kereta Commuter Indonesia Number SK.006.2/CU/KCJ/III/2017 dated March 15, 2017 concerning the Implementation of the Standard Operational Procedure (SOP) for Investment Risk Management in PT KAI Commuter Jabodetabek.

The Company implements Enterprise Risk Management (ERM) based on ISO 31000:2018. The implementation of ERM has been implemented in stages starting in 2020. By implementing Enterprise Risk Management, it is expected to ensure the added value of the Company.

Organizational Structure of Risk Management

In carrying out the risk management function under the GRC and Legal Unit, the Company has set the following organizational structure of risk management at the Company.

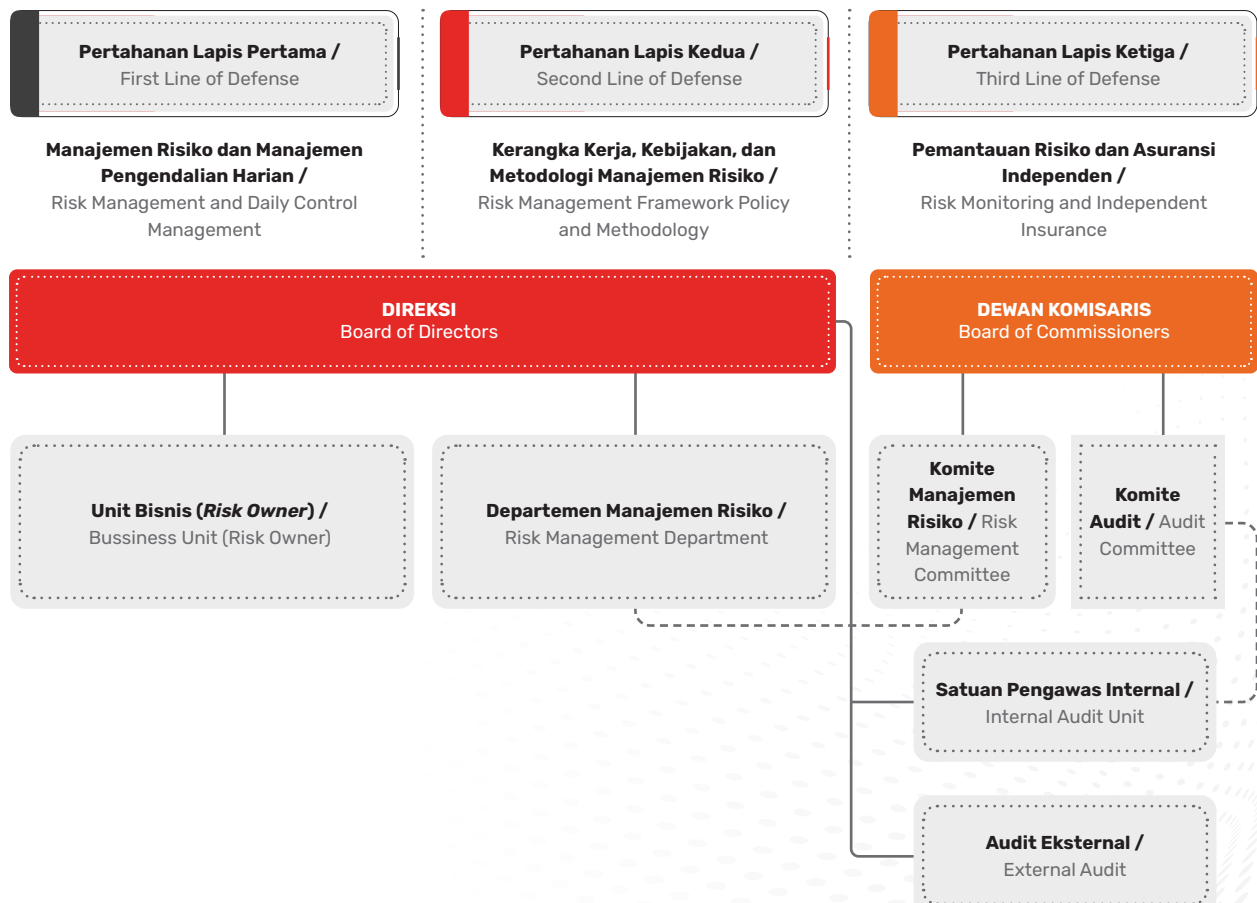


Struktur Pengelolaan Risiko

PT Kereta Commuter Indonesia mengimplementasikan model tiga lini pertahanan (*Three Lines of Defense*) sebagai model penerapan manajemen risiko korporat sebagai berikut:

Risk Management Structure

PT Kereta Commuter Indonesia applies the Three Lines of Defense model as a model for implementing corporate risk management as follows:



Uraian / Description	Tugas Pokok / Main Duties
<p>Pertahanan Lapis Pertama / First Line of Defense</p>	<ul style="list-style-type: none"> a. Memastikan adanya lingkungan pengendalian (<i>control environment</i>) yang kondusif dan efektif di unit bisnis mereka, sebagai bentuk pengendalian risiko. / Ensure a conducive and effective control environment in their business units, as a form of risk control. b. Menerapkan kebijakan manajemen risiko yang telah ditetapkan serta berkontribusi dalam mengembangkan budaya pengelolaan risiko yang efektif. / Implement the established risk management policies and contribute to developing an effective risk management culture. c. Meminimalisir eksposur risiko dengan memastikan kendali dan mitigasi risiko dilaksanakan dengan efektif. / Minimize risk exposure by ensuring that risk control and mitigation is implemented effectively.
<p>Pertahanan Lapis Kedua / Second Line of Defense</p>	<ul style="list-style-type: none"> a. Melaksanakan, mengkoordinasikan, mengembangkan, memantau, serta mengkaji penerapan manajemen risiko korporat secara keseluruhan. / Implement, coordinate, develop, monitor, and review the implementation of corporate risk management as a whole. b. Merumuskan, dan mengusulkan kepada Direksi untuk ditetapkan, serta memantau efektivitas dan relevansinya terhadap konteks yang berlaku pada PT Kereta Commuter Indonesia, berikut melakukan pembaruan Kebijakan, Pedoman, Prosedur, Kriteria Risiko, beserta perangkat kerja yang dibutuhkan dalam pelaksanaan proses manajemen risiko. / Formulate, and propose to the Board of Directors to be stipulated, as well as monitor its effectiveness and relevance to the prevailing context at PT Kereta Commuter Indonesia, as well as update Policies, Guidelines, Procedures, Risk Criteria, along with the work tools needed in the implementation of the risk management process. c. Melakukan komunikasi dan konsultasi demi memfasilitasi unit bisnis/kerja dan atau Direksi dalam hal pelaksanaan proses manajemen risiko, serta ikut memantau, mengkaji, dan melaporkan risiko-risiko Perusahaan kepada Direksi (dan pihak lainnya atas sepengetahuan dan persetujuan Direksi), maupun efektivitas kerangka kerja, dan kebijakan manajemen risiko korporat, serta kriteria risiko yang digunakan. / Communicate and consult to facilitate business/work units and/or the Board of Directors in terms of implementing the risk management process, as well as participating in monitoring, reviewing, and reporting the Company's risks to the Board of Directors (and other parties with the knowledge and approval of the Board of Directors) and the effectiveness of the framework, and corporate risk management policies, as well as risk criteria used.
<p>Pertahanan Lapis Ketiga / Third Line of Defense</p>	<ul style="list-style-type: none"> a. Melakukan kajian dan verifikasi independen terhadap kesesuaian implementasi kerangka kerja, kebijakan, dan proses manajemen risiko yang dilakukan oleh unit bisnis/kerja. / Conduct independent reviews and verifications on the suitability of the implementation of the risk management framework, policies, and processes carried out by the business/work units. b. Melaporkan hasil audit kepada para pihak yang berkepentingan, serta ikut dan memantau pelaksanaan rekomendasi perbaikan atas hasil audit yang dilaksanakan oleh unit bisnis/kerja. / Report the audit results to interested parties, as well as participate in and monitor the implementation of recommendations for improvement of audit results carried out by business/work units. c. Ikut melakukan komunikasi dan konsultasi kepada unit bisnis/kerja dalam hal mengidentifikasi peluang pengembangan dan atau perbaikan/peningkatan efektivitas pengelolaan risiko, serta ikut memantau dan mengkaji efektivitas kerangka kerja, dan kebijakan manajemen risiko korporat, serta kriteria risiko yang digunakan dalam penerapan manajemen risiko korporat, serta memberikan usulan pengembangannya kepada unit manajemen risiko. / Participate in communication and consultation with business/work units in terms of identifying development opportunities and or improvement/improvement of risk management effectiveness, as well as participating in monitoring and reviewing the effectiveness of the framework, and corporate risk management policies, as well as risk criteria used in the implementation of corporate risk management, and provide proposals for its development to the risk management unit.

Profil VP GCG dan Legal

VP GCG and Legal Profile



SANTOSWANA

GCG and Legal Vice President
GCG and Legal Vice President

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/ Place & Date of Birth	49/Bandung, 15 Mei 1972 / 49/Bandung, May 15, 1972
Riwayat Pendidikan / Educational Background	S2 Hukum, Univeritas Indonesia-2010 / Master's Degree in Law, Univeritas Indonesia-2010
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/88/XI/2020 Tanggal 1 Desember 2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia Number: SK-103/KCI/DIR-HRD/88/XI/2020 Dated December 1, 2020
Pengalaman Kerja / Employment History	<ul style="list-style-type: none"> • GRC and Legal Vice President (2020-sekarang / present) • Vice President Hukum dan Kepatuhan (2019-2020) • Vice President SPI (2016-2019) • GM Hukum dan Kepatuhan (2013-2016) / Legal and Compliance GM (2013-2016)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliation with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Jakarta, Indonesia

Tugas dan Tanggung Jawab VP GRC and Legal Division

- Mengarahkan dan mengontrol Rencana Kerja dan Anggaran (RKA) Divisi;
- Mengarahkan dan mengontrol pengelolaan hukum dan kepatuhan;
- Mengarahkan dan mengontrol pengelolaan manajemen risiko;

Duties and Responsibilities of VP GRC and Legal Division

- Direct and control the Division Work Plan and Budget (RKA);
- Direct and control the management of legal and compliance;
- Direct and control the risk management;

- d. Mengarahkan dan mengontrol penerapan program *Enterprise Risk Management (ERM)*;
- e. Mengarahkan dan mengontrol pengelolaan GCG dan *Quality Assurance (QA)*;
- f. Mengarahkan dan mengontrol perumusan, koordinasi, pengendalian, dan evaluasi pelaksanaan kepatuhan prosedur pengelolaan kartu uang elektronik; dan
- g. Mengintegrasikan dan mengkoordinasikan seluruh organisasi dibawah tanggung jawabnya.

- d. Direct and control the implementation of the Enterprise Risk Management (ERM) program;
- e. Direct and control the management of GCG and Quality Assurance (QA);
- f. Direct and control the formulation, coordination, control, and evaluation of the implementation of compliance with electronic money card management procedures; and
- g. Integrate and coordinate the entire organization under his/her responsibility.

Penerapan Manajemen Risiko Tahun 2021

Berikut Top Ten Risk PT Kereta Commuter Indonesia tahun 2021 yang terangkum dalam uraian kategori risiko sebagai berikut:

Implementation of Risk Management in 2021

The followings are the Top Ten Risks at PT Kereta Commuter Indonesia in 2021:

No	Kategori Risiko / Risk Category	Jumlah Risiko / Total Risk	Persentase / Percentage
1	Risiko Finansial / Financial Risk	1	10%
2	Risiko Legal / Legal Risk	2	20%
3	Risiko Operasional / Operational Risk	3	30%
4	Risiko Strategis / Strategic Risk	3	30%
5	Risiko Keselamatan & Lingkungan / Safety and Environmental Risk	1	10%
Jumlah / Total		10	100%

Mitigasi Risiko

Risk Mitigation

Risiko / Risk	Definisi / Definition	Mitigasi / Mitigation
Risiko Finansial / Financial Risk	Merupakan risiko yang berhubungan dengan aspek keuangan Perusahaan. Pada tahun 2021, KAI Commuter masih dihadapkan pada risiko terganggunya <i>cash flow</i> Perusahaan akibat adanya PSBB di masa pandemi Covid-19. / Risk related to the financial aspects of the Company. In 2021, KAI Commuter was still faced with the risk of disruption towards the Company's cash flow due to the PSBB during the Covid-19 pandemic.	Tindakan mitigasi yang dilakukan KAI Commuter guna menurunkan potensi tersebut yaitu dengan menetapkan skala prioritas pengeluaran baik OPEX maupun CAPEX serta mencari sumber pendanaan dari lembaga keuangan sesuai dengan kebutuhan <i>cash flow</i> Perusahaan. / Mitigation efforts taken by KAI Commuter to reduce this potential risk are implemented by setting a priority scale for spending of OPEX and CAPEX and seeking funding sources from financial institutions in accordance with the Company's cash flow needs.

Risiko / Risk	Definisi / Definition	Mitigasi / Mitigation
Risiko Legal / Legal Risk	Merupakan risiko yang berhubungan dengan ketentuan hukum/perundang-undangan dan peraturan Pemerintah yang berlaku secara universal (regional/nasional/internasional), potensi risiko litigasi/tuntutan pengadilan yang timbul dari sebuah kegiatan perencanaan dan implementasi investasi, dan potensi yang timbul dari penyusunan perjanjian kerja (legal drafting) dengan pihak ketiga/partner bisnis. Dalam risiko legal tersebut, KAI Commuter memiliki risiko terkenanya sanksi atas perubahan situs/kawasan cagar budaya apabila pemasangan <i>gate</i> dilakukan pada stasiun yang termasuk kategori <i>heritage</i> . / Risk related to the provisions of government laws and regulations that apply universally (regional/national/international), potential risk of litigation/court claims arising from an investment planning and implementation activity, and potential arising from the preparation of work agreements (legal drafting) with third parties/business partners. In terms of legal risk, KAI Commuter has the risk of being penalized for changes to the cultural heritage site/area if the gate installation is carried out at stations that are included in the as national heritage.	Untuk mengatasi risiko tersebut, mitigasi yang dilakukan yaitu melakukan koordinasi dengan PT KAI untuk mengetahui stasiun-stasiun yang termasuk ke dalam kategori <i>heritage</i> (cagar budaya), dan melakukan penanganan khusus untuk <i>gate</i> yang akan dipasang pada stasiun yang termasuk ke dalam kategori <i>heritage</i> seperti pemasangan <i>base plate</i> sehingga tidak merusak bangunan. / To overcome this risk, the mitigation efforts are carried out by coordinating with PT KAI to find out stations that are included in the national heritage category and carrying out special handling for Gates that will be installed at stations that are included in the heritage category such as base installation. plate so as not to damage the building.
Risiko Operasional / Operational Risk	Merupakan risiko yang berhubungan dengan sistem penyelenggaraan organisasi perusahaan, yang dapat disebabkan oleh tidak memadainya/kegagalan proses internal, sistem, teknologi dan orang. Dalam risiko operasional tersebut terdapat beberapa risiko yaitu kerugian Perusahaan atas sistem keamanan, kerusakan atas pengadaan fasilitas perawatan sarana yang kurang sesuai serta tidak dapat dioperasikannya fasilitas perawatan sarana tersebut karena belum adanya tempat penyimpanan yang sesuai. / Risk related to the Company's organizational management system, which can be caused by inadequate/failure of internal processes, systems, technology and people. There are several risks to be considered as operational risks, namely the Company's losses on the security system, damage to the procurement of maintenance facilities that are not suitable and the maintenance facilities not being able to be operated due to the absence of suitable storage areas.	Pada risiko kerugian perusahaan atas system keamanan dilakukan mitigasi dengan melakukan analisa terkait keamanan sistem di KAI Commuter dan apabila dibutuhkan pemenuhan keamanan maka diperlukan peningkatan keamanan sistem di KAI Commuter. Selanjutnya, untuk risiko pada fasilitas perawatan sarana dilakukan mitigasi dengan memasukkan dalam kontrak mengenai syarat-syarat secara rinci dan berkoordinasi dengan HSE untuk dilakukan asesmen K3 dan menindaklanjuti atas hasil asesmen K3 tersebut. / The risk of loss to the Company on the security system is mitigated by conducting an analysis related to system security at KAI Commuter. If the result of the analysis indicates the need of security fulfillment, then improvements shall be carried out at KAI Commuter. Furthermore, for the risk in maintenance facilities, mitigation is carried out by including in the contract with detailed requirements and coordinating with HSE to carry out an OHS assessment and follow up on the results

Risiko / Risk	Definisi / Definition	Mitigasi / Mitigation
Risiko Strategis / Strategic Risk	Merupakan risiko yang berhubungan dengan strategi Perusahaan, termasuk di dalamnya adalah: politik dan ekonomi nasional, regulasi, kondisi pasar global. Dalam risiko strategis, terdapat beberapa risiko yang dihadapi oleh perusahaan yaitu adanya kerugian perusahaan akibat penugasan dari PT KAI (Persero) sebagai Induk Perusahaan dan pengoperasian penugasan tidak dapat dilaksanakan sesuai program yang berdampak kepada pencapaian target volume penumpang. / Risk related to the Company's strategy, including: national politics and economy, regulations, global market conditions. A number of strategic risks faced by the Company include the Company's losses due to the assignment from PT KAI (Persero) as the Parent Company and the operation of the assignment not being able to be carried out according to the program which impact the achievement of passenger volume target.	Tindakan mitigasi yang dilakukan untuk mengurangi risiko tersebut yaitu dengan melakukan <i>business re-engineering</i> , mempersiapkan dokumen pengurusan Izin Operasi atas penugasan dari PT KAI (Persero) yang akan dikelola oleh KAI Commuter dan berkoordinasi dengan Kemenhub serta PT KAI (Persero). / Mitigation efforts taken to reduce this risk are implemented by conducting business re-engineering, preparing documents for obtaining Operational Permits on assignment from PT KAI (Persero) to be managed by KAI Commuter and coordinating with the Ministry of Transportation and PT KAI (Persero).
Risiko Keselamatan & Lingkungan / Safety and Environmental Risk	Merupakan risiko yang berhubungan dengan aspek keselamatan (misalnya keselamatan perka, keselamatan kerja, dll) serta berhubungan dengan pencemaran lingkungan. Untuk risiko tersebut, terdapat risiko mengenai Perusahaan terkena sanksi dikarenakan belum adanya IPAL di beberapa Depo commuteline. / Risk related to safety aspects (e.g., rail safety, work safety, etc.) as well as environmental pollution. The risk include potential of the Company to be subject to sanctions due to the absence of WWTPs in several commuteline depots.	Untuk menindaklanjuti risiko tersebut, mitigasi yang dilakukan yaitu dengan melakukan pembangunan dan implementasi IPAL. / To follow up on these risks, mitigation is carried out by constructing and implementing WWTPs.

Evaluasi Penerapan Manajemen Risiko

Sebagai bagian dari proses manajemen risiko yang dijalankan, Perseroan memastikan bahwa implementasi manajemen risiko dinilai dan dievaluasi secara berkala. Dalam melakukan *monitoring* dan evaluasi ini, unit Manajemen Risiko berkoordinasi dengan Unit Internal Control. Pelaksanaan monitoring dan evaluasi dilaksanakan dengan 2 (dua) metode yaitu:

- a. Secara proaktif dengan mendatangi unit-unit pengelola risiko.
- b. Secara pasif dengan meminta para pengelola risiko melaporkan pelaksanaan mitigasinya.

Evaluation of Risk Management Implementation

As part of the implementation of risk management process, the Company ensures that the implementation of risk management is monitored and evaluated on a regular basis. In conducting this monitoring and evaluation, the Risk Management unit coordinates with the Internal Control Unit. The implementation of monitoring and evaluation is carried out by 2 (two) methods, namely:

- a. Proactively by visiting risk management units.
- b. Passively by asking risk managers to report on the implementation of mitigation.

PERKARA PENTING YANG DIHADAPI PERSEROAN

Sampai dengan tanggal 31 Desember 2021 tidak ada perkara hukum penting yang dilakukan oleh Perseroan.

Perkara yang Dihadapi Dewan Komisaris dan Direksi

Sampai dengan tanggal 31 Desember 2021, tidak ada perkara yang dihadapi oleh anggota Dewan Komisaris dan Direksi yang sedang menjabat.

SANKSI ADMINISTRATIF

Sampai dengan tanggal 31 Desember 2021, anggota Dewan Komisaris dan Direksi Perseroan, tidak pernah dikenakan sanksi administratif oleh otoritas regulator dan otoritas lainnya.

PUBLIKASI 2021

No	Kegiatan Siaran Pers / Press Release Activity	Tanggal / Date
1	Kemenhub Hadirkan Layanan commuterline di Luar Jabodetabek, commuterline Yogya-Solo Mulai Uji Coba dengan Penumpang Terbatas / Ministry of Transportation Presents commuterline Services Outside Jabodetabek, Yogya-Solo commuterline Starts Trial with Limited Passengers	19 Januari 2021 / January 19, 2021
2	Commuterline Yogyakarta-Solo Mulai Beroperasi Penuh 10 Februari 2021 / Yogyakarta-Solo commuterline Starts Full Operation on February 10, 2021	4 Februari 2021 / February 4, 2021
3	Hasil Sosialisasi Uji Coba, KAI Commuter Sesuaikan Jadwal Perjalanan commuterline Yogya-Solo dan KA Prameks yang Berlaku Mulai 10 Februari Mendatang / Result of Trial Dissemination, KAI Commuter Adjusts the Yogya-Solo commuterline and Prameks Train Travel Schedules Effective From February 10	8 Februari 2021 / February 8, 2021
4	KAI Commuter Kembali Jalankan Dua Perjalanan commuterline Tambahan Lintas Yogyakarta-Solo Balapan Untuk Maksimalkan Upaya Jaga Jarak / KAI Commuter Runs Two Additional commuterline Trips Crossing Yogyakarta-Solo Race To Maximize Efforts to Maintain Distance	13 Maret 2021 / March 13, 2021
5	Apresiasi Antusiasme Warga Solo, KAI Commuter Terbitkan KMT Edisi Khusus Solo / Appreciating the Enthusiasm of Solo Residents, KAI Commuter Publishes KMT Solo Special Edition	8 April 2021 / April 8, 2021
6	KAI Commuter Mulai Lakukan Tes Acak Antigen kepada Pengguna commuterline di Empat Stasiun / KAI Commuter Starts Conducting Random Antigen Tests on commuterline Users at Four Stations	15 Mei 2021 / May 15, 2021

LEGAL CASES FACED BY THE COMPANY

As of December 31, 2021, there were no important legal cases conducted by the Company.

Legal Cases Faced by the Board of Commissioners and Directors

As of December 31, 2021, there were no cases faced by incumbent members of the Board of Commissioners and Directors.

ADMINISTRATIVE SANCTIONS

As of December 31, 2021, members of the Board of Commissioners and Board of Directors of the Company, have never been subject to administrative sanctions by regulatory authorities and other authorities.

2021 PUBLICATIONS

No	Kegiatan Siaran Pers / Press Release Activity	Tanggal / Date
7	KAI Commuter Adakan Tes Acak Antigen Bagi Pengguna commutertline / KAI Commuter Holds Random Antigen Test for commutertline Passengers	19 Juni 2021 / June 19, 2021
8	Aturan Baru Naik commutertline di Masa PPKM Darurat / New Rules for Taking the commutertline in the Emergency PPKM Period	9 Juli 2021 / July 9, 2021
9	Menko PMK dan Menhub Ajak Pengguna commutertline Manfaatkan Vaksinasi di Stasiun / Coordinating Minister for PMK and Minister of Transportation Invite KRL Passengers to Take Advantage of Vaccination at Stations	29 Juli 2021 / July 29, 2021
10	Dokumen Perjalanan Sebagai Syarat Naik commutertline Tetap Dilanjutkan / Travel Documents as a Condition for Taking commutertline Still Continued	2 Agustus 2021 / August 2, 2021
11	Masa Sosialisasi Usai, Besok Hanya Sertifikat Vaksin yang Diterima Sebagai Syarat Naik commutertline / Socialization Period Over, Tomorrow Only Vaccine Certificates Will Be Accepted As Requirements To Take commutertline	10 September 2021 / September 10, 2021
12	Penggunaan Mencapai 62 Persen, Kartu Multi Trip (KMT) KAI Commuter Diuji Coba Untuk Mendukung Integrasi Antarmoda / Usage Reaches 62 Percent, KAI Commuter Multi Trip Card (KMT) Tried To Support Intermodal Integration	12 Oktober 2021 / October 12, 2021
13	Pembangunan Revitalisasi Stasiun Bekasi Terus Berlanjut, Akses Keluar Masuk Pengguna commutertline Berubah Mulai Minggu / Bekasi Station Revitalization Construction Continues, commutertline Passenger Entry and Exit Access Changes Starting Sunday	19 November 2021 / November 19, 2021
14	KAI Commuter Dukung Kerjasama KAI dengan Pemerintah Kota Bogor Untuk Gerakkan Kembali Pariwisata dengan Menggunakan Transportasi Publik / KAI Commuter Supports KAI's Collaboration with the Bogor City Government to Revitalize Tourism by Using Public Transportation	17 Desember 2021 / December 17, 2021
15	Masa Angkutan Natal dan Tahun Baru Dimulai, KAI Commuter Imbau Pengguna Untuk Disiplin Protokol Kesehatan / Christmas and New Year's Transport Period Begins, KAI Commuter Urges Users to Discipline Health Protocols	19 Desember 2021 / December 19, 2021

KODE ETIK PERUSAHAAN

Kode Etik Perusahaan merupakan bagian dari praktik Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*) dalam rangka menerapkan pembangunan budaya dan karakter Perseroan serta mencapai visi dan misi Perusahaan. Nilai-nilai yang diterapkan pada Perseroan dalam Kode Etik Perusahaan yaitu integritas, profesional, inovasi dan keselamatan. Nilai-nilai tersebut diharapkan dapat membawa KAI Commuter menjadi Perseroan yang memiliki integritas tinggi, peduli terhadap pelayanan yang diberikan kepada pelanggan, berkomitmen kepada semua pihak yang terkait, didukung oleh Sumber Daya Manusia (SDM) yang *capable*, percaya diri akan kemampuan Perseroan untuk terus bersinergi dengan baik, sehingga menjadikan Perseroan menjadi kebanggaan bagi semua pihak yang terlibat di dalamnya.

COMPANY CODE OF CONDUCT

The Company's Code of Conduct is part of the practice of Good Corporate Governance (GCG) in order to implement the development of the corporate culture and character of PT Kereta Commuter Indonesia and achieve the Company's vision and mission. The values applied to the Company in the Company's Code of Conduct are integrity, professionalism, innovation and safety. These values are expected to bring KAI Commuter to become a company that has high integrity, cares about the services provided to customers, is committed to all relevant parties, is supported by capable Human Capital (HC), is confident in the Company's ability to continue to synergize with good, thus making PT Kereta Commuter Indonesia a pride for all parties involved in it.

Kode Etik Perusahaan adalah pedoman yang mengatur etika usaha dan perilaku Insan KAI Commuter untuk melaksanakan praktik-praktik pengelolaan Perusahaan yang baik. Adapun Insan Kereta Commuter Indonesia (KAI Commuter) yang disebut Insan Perusahaan atau Insan KAI Commuter adalah Dewan Komisaris, Direksi, dan seluruh karyawan Perusahaan termasuk pekerja yang ditugaskan di Induk Perusahaan dan instansi lainnya dan/atau pekerja Induk Perusahaan yang dipekerjakan di Perseroan, serta karyawan lainnya yang secara langsung maupun tidak langsung bekerja untuk dan atas nama Perseroan termasuk keluarga intinya.

PEMBERLAKUAN KODE ETIK

Kode Etik Perusahaan harus dimengerti, dipahami, disadari, dan dipatuhi sebagai wujud tanggung jawab terhadap Kode Etik Perusahaan, Peraturan, dan Perundang-undangan yang berlaku untuk menjamin dan menjaga usaha ini agar berjalan sesuai dengan aturan yang ditetapkan. PT Kereta Commuter Indonesia percaya dengan meletakkan etika dan perilaku yang baik, akan mampu membawa Perseroan ini menjadi Perseroan yang membanggakan dan terbaik di negara ini, bahkan mendapat apresiasi dari negara lain.

Dewan Komisaris dan Direksi PT Kereta Commuter Indonesia berkomitmen terhadap penerapan pedoman perilaku dan etika kerja Perseroan sebagai acuan utama bagi korporasi dan individu Insan KAI Commuter sesuai dengan ketentuan yang berlaku di Perseroan. Pedoman Etika Perseroan itu sendiri ditetapkan melalui Keputusan Direksi PT Kereta Commuter Indonesia Direksi Nomor SK.046/CU/KCI/IX/2019 tanggal 24 September 2019 dan seluruh pihak mulai dari Dewan Komisaris, Direksi hingga staf sudah melakukan komitmen terhadap kode etik dengan melakukan penandatanganan pakta integritas pada kode etik.

The Company's Code of Conduct is a guideline that regulates the business ethics and behavior of KAI Commuter personnel to implement good corporate management practices. The Indonesian Commuter Train Personnel (KAI Commuter) called Company Personnel or KAI Commuter Personnel are the Board of Commissioners, the Board of Directors, and all employees of the Company including workers assigned to the Parent Company and other agencies and/or employees of the Parent Company employed in the Company, as well as other workers who are employed by the Company, directly or indirectly work for and on behalf of the Company including his immediate family.

ENFORCEMENT OF THE CODE OF CONDUCT

The Code of Conduct must be understood, realized, and complied with as a form of responsibility towards the Company's Code of Conduct, regulations, and applicable laws and regulations to ensure and maintain the business to run according to the established rules. PT Kereta Commuter Indonesia believes that by laying down good ethics and behavior, it will be able to become the best Company as the nation's pride with future hopes of appreciation from overseas institutions.

The Board of Commissioners and Board of Directors of PT Kereta Commuter Indonesia are committed to implementing the code of conduct and work ethics of PT Kereta Commuter Indonesia as the main reference for corporations and individual KAI Commuter personnel in accordance with applicable regulations in the Company. The Company's Code of Conduct itself was determined through the Decree of the Board of Directors in the Decree of the Board of Directors Number: SK.046/CU/KCI/IX/2019 On 24 September 2019 and all parties from the Board of Commissioners, Directors to staff have committed to the code of conduct by signing an integrity pact in the code of conduct.

ISI KODE ETIK

Perilaku Etika Perusahaan

Benturan Kepentingan

1. Benturan kepentingan (*Conflict of Interest*) adalah situasi atau kondisi yang dihadapi, yang karena jabatan atau posisinya memiliki kewenangan yang berpotensi dapat disalahgunakan, baik secara sengaja ataupun tidak sengaja untuk kepentingan lain sehingga dapat mempengaruhi kualitas keputusannya, serta kinerja hasil keputusan yang dapat merugikan Perseroan.
2. Perseroan mendefinisikan benturan kepentingan sebagai situasi di mana kepentingan pribadi Insan KAI Commuter dan kepentingan Perusahaan berada dalam posisi yang saling bertentangan.
3. Insan KAI Commuter bertanggung jawab untuk memastikan bahwa kepentingan pribadi di luar pekerjaan tidak mengganggu kewajibannya terhadap Perseroan.

Pemberian dan Penerimaan Gratifikasi, Pemberian Donasi, Serta Bersih dari Korupsi, Kolusi dan Nepotisme (KKN)

1. Pemberian dan Penerimaan Gratifikasi
 - a. Gratifikasi dalam arti luas adalah pemberian dalam arti luas, yakni meliputi pemberian uang, barang, rabat (*discount*), komisi, pinjaman tanpa bunga, tiket perjalanan, fasilitas penginapan, perjalanan wisata, pengobatan cuma-cuma dan fasilitas lainnya baik yang diterima dalam negeri maupun luar negeri dan dilakukan dengan menggunakan sarana elektronik atau tanpa sarana elektronik.
 - b. Insan KAI Commuter bersama keluarga wajib menolak semua bentuk gratifikasi yang mengarah pada suap sebagaimana diatur dalam peraturan perundangundangan, kecuali keadaan pada saat itu tidak mungkin untuk menolaknya. Yang dimaksud dengan keadaan tidak memungkinkan untuk menolak adalah jika Insan KAI Commuter tidak mengetahui pelaksanaan waktu dan tempat pemberian gratifikasi serta nama dan alamat pemberi gratifikasi. Dalam keadaan ini Insan KAI Commuter wajib melaporkan kepada Perseroan.

CODE OF CONDUCT CONTENT

Ethical Behavior of the Company

Conflict of Interest

1. Conflict of interest is a situation or condition faced, due to one's position which has the potential to be misused, either intentionally or unintentionally for other interests so that it can affect the quality of his decisions, as well as the performance of the results of decisions that can harm the Company.
2. The Company defines a conflict of interest as a situation where the personal interests of KAI Commuter personnel and the interests of the Company are in a conflicting position.
3. KAI Commuter personnel are responsible for ensuring that personal interests outside of work do not interfere with their obligations to the Company.

Giving and Receiving of Gratuities, Giving Donations, and Avoiding Corruption, Collusion and Nepotism (KKN)

1. Giving and Receiving Gratuities
 - a. Gratification in a broad sense is a gift, which includes the provision of money, goods, rebates (*discounts*), commissions, interest-free loans, travel tickets, lodging facilities, tourist trips, free medical treatment and other facilities both received domestically and internationally. Abroad and is carried out using electronic means or without electronic means.
 - b. KAI Commuter personnel and their families are required to refuse all forms of gratuity that lead to bribery as regulated in the laws and regulations, unless the circumstance does not allow for a refusal to occur, which refer to a condition where the KAI Commuter Personnel does not have any information regarding the place and time of the giving of gratuity as well as the name and address of the gratuity giver. In this situation, KAI Commuter personnel are required to report to the Company.

- c. Pemberian dan penerimaan gratifikasi di lingkungan Perseroan telah diatur dalam Peraturan Direksi mengenai Pedoman Pengendalian Gratifikasi.
2. Penerimaan dan Pemberian (Hadiah/Gratifikasi/Cinderamata)
 - a. Komisaris, Direksi, Jajaran Manajemen dan Pegawai Perusahaan tidak diperkenankan terlibat dalam Tindakan menawarkan, meminta, menerima dan memberi suap, hadiah/gratifikasi/cinderamata dari rekanan atau pihak lain yang berkepentingan dengan Perusahaan.
 - b. Dalam kondisi tidak dapat dihindari, Insan Perusahaan diperbolehkan dengan Batasan menerima atau memberi hadiah dan sumbangan dari atau kepada pihak lain, dengan ketentuan sesuai dengan Peraturan tentang pengendalian Gratifikasi di lingkungan Perusahaan.
 - c. Wajib melaporkan hal tersebut kepada *Unit Policy GCG* dan/atau menyerahkan penggunaannya kepada Perusahaan sesuai dengan mekanisme yang berlaku.
 - d. Penerimaan atau pemberian hadiah/cinderamata/biaya perjalanan dinas oleh pihak sponsor tersebut harus:
 1. Tidak mempengaruhi pengambilan keputusan.
 2. Tidak ada kepentingan pribadi.
 3. Tidak ada unsur suap dan menimbulkan penafsiran suap.
 4. Tidak ada kewajiban untuk memberikan balasan.
 5. Tidak ada imbalan agar mendapat/memberi perlakuan khusus.
 6. Mengikuti aturan yang telah ditetapkan dalam kebijakan Perusahaan.
3. Perjamuan/Hiburan
 - a. Insan Perusahaan diperkenankan untuk memberi atau menerima pemberian dalam bentuk perjamuan atau hiburan yang pantas dan tidak melanggar susila, apabila hal tersebut dilakukan dalam rangka menjalin dan memelihara hubungan baik.
- c. The giving and receiving of gratuities within the Company has been regulated in the Board of Directors' Regulation regarding Gratification Control Guidelines.
2. Acceptance and Giving (Gifts/Gratuities/Souvenirs)
 - a. Commissioners, Directors, Management and Employees of the Company are not allowed to be involved in the act of offering, soliciting, accepting and giving bribes, gifts/gratifications/souvenirs from partners or other parties with an interest in the Company.
 - b. In unavoidable conditions, the Company's Personnel are allowed to accept or give gifts and donations from or to other parties, with the provisions in accordance with the Regulations concerning Gratification control within the Company.
 - c. It is required to report the matter to the GCG Policy Unit and/or submit its use to the Company in accordance with the applicable mechanism.
 - d. Acceptance or giving of gifts/souvenirs/business travel expenses by the sponsor must:
 1. Not affect decision making.
 2. Not have personal interest.
 3. Not have element of bribery and gives rise to the interpretation of bribery.
 4. No obligation to give a reply.
 5. Not provide reward to get/give special treatment.
 6. Follow the rules set out in the Company's policies.
3. Banquet/Entertainment
 - a. Company personnel are allowed to give or receive gifts in the form of appropriate banquets or entertainment and do not violate morality, if this is done in the context of establishing and maintaining good relations.

- b. Bentuk perjamuan dan hiburan yang dinilai pantas adalah perjamuan dan hiburan di tempat-tempat yang tidak memiliki citra negative dan layak bagi pencitraan Perusahaan.
- c. Penerimaan dan pemberian perjamuan/hiburan tersebut harus:
 1. Tidak mempengaruhi pengambilan keputusan.
 2. Tidak ada kepentingan pribadi.
 3. Tidak ada unsur suap dan menimbulkan penafsiran suap.
 4. Tidak ada kewajiban untuk memberikan balasan.
 5. Tidak ada imbalan agar mendapat/memberi perlakuan khusus.
 6. Mengikuti aturan yang telah ditetapkan dalam kebijakan Perusahaan.
- 4. Pemberian Donasi
 - a. Dalam batas keputusan, donasi untuk tujuan amal dapat dibenarkan.
 - b. Donasi untuk tujuan lain hanya boleh dilakukan bila sesuai dengan ketentuan peraturan perundangundangan, seperti Program CSR (*Corporate Social Responsibility*).
 - c. Perseroan tidak diperkenankan memberikan dana, aset, atau keuntungan Perusahaan untuk kepentingan donasi politik kepada seorang atau lebih calon anggota Badan Legislatif, kecuali dilakukan sesuai dengan peraturan perundangundangan.
- 5. Bersih dari Korupsi, Kolusi, dan Nepotisme (KKN)
 Insan KCI beserta keluarga inti wajib menolak semua bentuk korupsi, kolusi dan nepotisme (KKN) sebagaimana diatur dalam peraturan perundangundangan, kecuali keadaan saat itu tidak memungkinkan untuk menolaknya. Dalam keadaan itu Insan KCI wajib melaporkan kepada Perseroan.
- b. Forms of banquet and entertainment that are considered appropriate are banquets and entertainment in places that do not have a negative image and are appropriate for the Company's image.
- c. The reception and giving of such banquets/entertainment must:
 1. Not affect decision making.
 2. Not have personal interest.
 3. Not have element of bribery and gives rise to the interpretation of bribery.
 4. No obligation to give a reply.
 5. Not provide reward to get/give special treatment.
 6. Follow the rules set out in the Company's policies.
- 4. Donation
 - a. Within the limits of the decision, donations to charitable causes may be justified.
 - b. Donations for other purposes may only be made if they comply with the provisions of laws and regulations, such as the CSR (*Corporate Social Responsibility Program*).
 - c. The Company is not allowed to provide funds, assets, or company profits for the benefit of political donations to one or more prospective members of the Legislative Body, unless done in accordance with the laws and regulations.
- 5. Avoiding Corruption, Collusion and Nepotism (KKN)
 KCI personnel and their immediate family are obligated to reject all forms of corruption, collusion and nepotism (KKN) as stipulated in the laws and regulations, unless the circumstances at that time did not allow them to refuse. In such circumstances KCI personnel are required to report to the Company.

Kepedulian terhadap Keselamatan dan Kesehatan Kerja (K3) Serta Pelestarian Lingkungan

PT KCI mengelola keselamatan dan kesehatan kerja (K3) serta lingkungan untuk mendukung keberhasilan aktivitas usaha Perusahaan yang diatur dalam Peraturan Direksi mengenai Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3). Oleh karena itu, Insan KCI dalam melaksanakan kegiatannya harus melakukan hal sebagai berikut:

- a. Menaati setiap peraturan perundang-undangan dan peraturan Perseroan tentang keselamatan dan Kesehatan kerja serta pelestarian lingkungan;
- b. Mengutamakan tindakan yang bersifat pencegahan untuk mengantisipasi keadaan darurat standar kerja dengan memperhatikan Analisa Dampak Lingkungan (AMDAL), dan peraturan perundang-undangan yang berlaku guna untuk meminimalkan dampak lingkungan dan menjadi Perusahaan yang ramah lingkungan;
- c. Melakukan penanggulangan atas kejadian kecelakaan kerja dan permasalahan lingkungan yang terjadi sesuai dengan standar dan prosedur yang berlaku;
- d. Meningkatkan kesadaran lingkungan kepada semua pegawai setiap insiden, kecelakaan kerja dan permasalahan lingkungan yang terjadi kepada pimpinan unit masing-masing dan instansi berwenang terkait dalam batas waktu yang ditentukan;
- e. KAI Commuter akan berusaha mengembangkan teknologi terbaik untuk penanganan energi dan sumber daya yang berdampak pada masalah lingkungan;
- f. Melakukan pemeriksaan, inspeksi dan evaluasi kepatuhan terhadap peraturan tentang keselamatan dan Kesehatan kerja serta lingkungan secara berkala terhadap semua sarana dan fasilitas kerja; dan
- g. Insan Perusahaan diharuskan menjaga kebersihan lingkungan kerja dengan tidak membuang sampah sembarangan dan dilarang merokok disembarang tempat.

Concern for Occupational Health and Safety (OHS) and Environmental Preservation

PT KCI manages occupational health and safety (OHS) and the environment to support the success of the Company's business activities as regulated in the Board of Directors' Regulation regarding the Implementation of the Occupational Health and Safety Management System (SMK3). Therefore, KCI personnel in carrying out their activities must do the following:

- a. Comply with all laws and regulations and the Company's regulations regarding occupational safety and health as well as environmental conservation;
- b. Prioritize preventive actions to anticipate emergencies; work standards by taking into account the Environmental Impact Analysis (AMDAL), and applicable laws and regulations in order to minimize environmental impacts and become an environmentally friendly company;
- c. Carry out countermeasures for work accidents and environmental problems that occur in accordance with applicable standards and procedures;
- d. Report every incident, work accident and environmental problem that occurs to the head of each unit and the relevant authorized agency within the specified time limit;
- e. KAI Commuter shall strive to develop the best technology for the utilization of energy and resources impacting the environment;
- f. Conduct inspections, inspections and evaluations of compliance with regulations on occupational safety and health and the environment on a regular basis on all work facilities and facilities; and
- g. The Company personnel must keep the work environment clean by not littering or smoking in inappropriate places.

Kesempatan yang Sama untuk Mendapatkan Pekerjaan dan Promosi

KAI Commuter memperlakukan pegawai secara setara dan tidak membedakan suku, agama, ras dan jenis kelamin dalam segala aspek. Pegawai Perusahaan tidak membedakan dan tidak boleh dikenakan tindakan diskriminasi karena alasan kesukuan, latar belakang etnis, agama, warna kulit, jenis kelamin, usia, senioritas, pendapat politik, keanggotaan serikat dan status sosial:

1. Direksi mempekerjakan, menetapkan besaran gaji, memberikan pelatihan, menetapkan jenjang karir, serta menentukan persyaratan kerja lainnya, tanpa memperhatikan latar belakang etnik seseorang, agama, jenis kelamin usia, cacat khusus lainnya yang dilindungi oleh peraturan perundang-undangan.
2. Direksi menjamin agar pekerja memperoleh kesempatan untuk mengikuti pendidikan, penelitian dan pengembangan lebih lanjut yang sejalan dengan kompetensi dan kebutuhan Perseroan.
3. KAI Commuter mengakui nilai dari seluruh pegawai yang berkomitmen untuk meningkatkan kinerja Perusahaan dengan menetapkan imbalan (*reward*)

Integritas Laporan Keuangan

Semua informasi yang berhubungan dengan laporan keuangan, catatan dan laporan lainnya harus dibuat dengan akurat, lengkap dan sejujur-jujurnya sesuai dengan transaksi Perseroan. Dalam hal laporan dan catatan dibuat secara sengaja, sehingga tidak akurat atau lengkap, maka tindakan tersebut dianggap melanggar ketentuan Perseroan dan pelakunya dapat dikenakan sanksi, yang berakibat sampai pemberhentian kerja. Direksi dan pekerja yang ikut serta dalam persiapan dokumen-dokumen Perseroan diharuskan untuk memastikan bahwa dokumen tersebut dibuat dengan jelas, lengkap, akurat, dan dapat dimengerti oleh pihak lain.

Pemusnahan dokumen Perseroan yang akan dilakukan investigasi oleh pemerintah atau auditor harus sesuai dengan prosedur dan memenuhi peraturan perundang-undangan dan ketentuan Perseroan.

Equal Employment and Promotion Opportunity

KAI Commuter treats employees equally and does not discriminate against ethnicity, religion, race and gender in all aspects. Company employees do not discriminate and should not be discriminated against for reasons of ethnicity, ethnic background, religion, skin color, gender, age, seniority, political opinion, union membership and social status:

1. The Board of Directors employs, determines the amount of salary, provides training, sets career paths, and determines other work requirements, without regard to a person's ethnic background, religion, gender, age, other special disabilities protected by legislation.
2. The Board of Directors ensures that employees have the opportunity to participate in further education, research and development in line with the competencies and needs of the Company.
3. KAI Commuter acknowledges the value of all employees who are committed to improving the Company's performance by setting rewards

Financial Statement Integrity

All information related to financial statements, records and other reports must be made accurately, completely and honestly in accordance with the Company's transactions. In the event that reports and records are made intentionally, so that they are not accurate or complete, then such actions are considered to violate the provisions of the Company and the perpetrators may be subject to sanctions, which can result in termination of employment. The Board of Directors and employees who participate in the preparation of the Company's documents are required to ensure that the documents are made in a clear, complete, accurate, and understandable manner by other parties.

The destruction of Company documents that will be investigated by the government or auditors must be in accordance with procedures and comply with the laws and regulations and provisions of the Company.

Keharusan untuk mematuhi standar akuntansi Keuangan dilakukan dengan ketentuan sebagai berikut:

- a. Insan KAI Commuter yang bertanggung jawab dan melaksanakan fungsi-fungsi keuangan harus memahami dan menjalankan ketentuan Perusahaan di bidang akuntansi keuangan secara konsisten;
- b. Insan KAI Commuter yang bertanggung jawab dan melaksanakan fungsi akuntansi keuangan harus memiliki pengetahuan dan kemampuan bidang akuntansi;
- c. Insan KAI Commuter yang bertanggung jawab atas fungsi-fungsi akuntansi dan keuangan dilarang melakukan pencatatan transaksi palsu;
- d. Insan KAI Commuter yang bertanggung jawab atas fungsi-fungsi akuntansi dan keuangan harus memperlakukan informasi keuangan sesuai klasifikasi informasi Perusahaan maupun peraturan perundang-undangan yang terkait; dan
- e. Insan KAI Commuter yang bertanggungjawab untuk tidak memberikan/membocorkan informasi mengenai keuangan, remunerasi Perusahaan, baik secara lisan maupun tulisan kepada pihak lain manapun dan alasan apapun atau kepentingan penyidikan/hukum tanpa seizing tertulis dari Direksi.

Perlindungan Informasi Perseroan dan Aset Tak Berwujud

1. Keharusan dalam melindungi informasi Perusahaan dilakukan dengan ketentuan sebagai berikut:
 - a. Insan KAI Commuter harus menjaga agar informasi Perusahaan selalu memenuhi karakteristik mudah dipahami sesuai dengan klasifikasi informasi;
 - b. Insan KAI Commuter wajib melindungi dan tidak membocorkan informasi rahasia Perusahaan;
 - c. Insan Perusahaan harus memiliki tanggung jawab untuk menjaga kerahasiaan informasi dan data serta tidak diperkenankan untuk meletakkan arsip atau data Perusahaan yang bersifat rahasia ditempat yang memungkinkan dilihat orang yang tidak berhak;

The requirement to comply with financial accounting standards is carried out with the following conditions:

- a. KAI Commuter personnel who are responsible for and carry out financial functions must understand and carry out the Company's provisions in the field of financial accounting consistently;
- b. KAI Commuter personnel who are responsible for and carry out the financial accounting function must have knowledge and skills in the field of accounting;
- c. KAI Commuter personnel who are responsible for accounting and financial functions are prohibited from recording false transactions; and
- d. KAI Commuter personnel who are responsible for accounting and financial functions must treat financial information according to the classification of Company information and related laws and regulations.
- e. KAI Commuter personnel who are responsible for not providing/disclosing information regarding finances, the Company's remuneration, either orally or in writing to any other party and for any reason or investigation/legal interest without written permission from the Board of Directors

Protection of Company Information and Intangible Assets

1. The obligation to protect the Company's information is carried out with the following provisions:
 - a. KAI Commuter personnel must maintain that the Company's information always meets the characteristics of being easy to understand according to the classification of information;
 - b. KAI Commuter personnel are required to protect and not divulge the Company's confidential information;
 - c. The Company's personnel are responsible to maintain the confidentiality of information and data and are not allowed to put confidential Company files or data visible to unauthorized people;

- d. Insan Perusahaan harus melakukan pencatatan data transaksi dan informasi secara jujur, lengkap, benar, akurat, tepat waktu dan mudah dipahami berdasarkan bukti-bukti yang dapat dipertanggungjawabkan;
 - e. Insan KAI Commuter sesuai kewenangan dan lingkungan kerjanya dapat melakukan akses terhadap informasi Perusahaan dan dilarang untuk membagikan kata sandi;
 - f. Insan KAI Commuter memberikan informasi-informasi yang akurat, dapat dipahami relevan dan berimbang yang diperlukan oleh masyarakat kepada media massa dan berbagi komunikasi *public* lainnya;
 - g. Insan Perusahaan harus menghindari pembicaraan mengenai informasi dan data yang berkaitan dengan kegiatan usaha, kondisi keuangan serta hal-hal lain tentang Perusahaan di tempat-tempat umum yang memungkinkan hal tersebut terdengar oleh orang yang tidak berhak;
 - h. Insan Perusahaan dilarang memasukkan tagihan atau permintaan pembayaran berdasarkan data yang diketahui palsu;
 - i. Semua pihak yang bekerjasama dengan Perseroan harus menandatangani perjanjian yang di dalamnya terdapat klausul larangan memberikan informasi kepada pihak luar atau pihak yang tidak berkepentingan (*non disclosure agreement*); dan
 - j. Pengungkapan informasi hanya dapat dilakukan media yang telah ditentukan oleh Perusahaan dan pejabat yang ditunjuk.
2. Keharusan untuk Menjaga Aset Tak Berwujud Informasi dan segala aset tak berwujud, termasuk hasil riset, teknologi, hak atas kekayaan intelektual yang diperoleh atas penugasan dan/atau atas beban Perseroan menjadi milik Perseroan yang dituangkan dalam suatu perjanjian. Kekayaan intelektual termasuk hak paten, hak cipta dan kepemilikan informasi lain yang dimiliki Perusahaan yang merupakan salah satu hak aset tak berwujud yang
 - d. The Company's personnel must record transaction data and information in an honest, complete, correct, accurate, timely and understandable manner based on accountable evidence;
 - e. KAI Commuter personnel according to their authority and work environment can access Company information and are prohibited from sharing passwords;
 - f. KAI Commuter personnel shall provide accurate, understandable, relevant and balanced information needed by the public to the mass media and share other public communications;
 - g. The Company's personnel must avoid discussing information and data related to business activities, financial conditions and other matters concerning the Company in public places that may be heard by unauthorized people;
 - h. The Company's personnel are prohibited from entering invoices or payment requests based on false data;
 - i. All parties who cooperate with the Company must sign an agreement in which contains a prohibition clause in providing information to outside parties or parties who are not interested (*non disclosure agreement*); and
 - j. Disclosure of information can only be done by media that have been determined by the Company and appointed officials.
 2. Requirement to Safeguard Intangible Assets Information and all intangible assets, including research results, technology, intellectual property rights obtained on assignment and/or at the expense of the Company become the property of the Company as stated in an agreement. Intellectual property including patents, copyrights and other proprietary information owned by the Company is one of the most valuable intangible asset rights for

berharga bagi Perusahaan. Oleh karena itu, Insan KAI Commuter wajib:

- a. Menghormati hak atas kekayaan intelektual milik orang lain, karena setiap penggunaan yang tidak sah hak atas kekayaan intelektual milik orang lain dapat mengakibatkan risiko hukum bagi Perusahaan;
- b. Berpartisipasi aktif untuk melindungi hak atas kekayaan intelektual; dan
- c. Turut serta dalam pengembangan suatu produk yang terkait dengan bidang kerjanya dan harus memperlakukan informasi dan hasil karya tersebut sebagai milik Perusahaan.

Informasi Orang Dalam

Insan Perusahaan dilarang menyampaikan maupun membocorkan informasi atas produk atau jasa baru sebelum adanya konfirmasi secara resmi oleh Perusahaan. Terhadap transaksi antara Perusahaan dengan pihak lain termasuk transaksi aset yang belum atau tidak menjadi konsumsi publik, Insan KAI Commuter:

- a. Insan Perusahaan dilarang menyampaikan maupun membocorkan informasi atas produk atau jasa baru sebelum adanya konfirmasi secara resmi oleh Perusahaan;
- b. Tidak diperbolehkan memanfaatkan informasi yang belum dipublikasikan untuk memperoleh keuntungan atas informasi tersebut; dan/atau
- c. Harus menjaga kerahasiaan informasi yang diketahuinya.

Perlindungan Aset Perusahaan

Aset Perusahaan merupakan sumber daya yang dimiliki Perusahaan untuk mencapai tujuan Perusahaan. Pemeliharaan dan penggunaan serta perlindungannya merupakan usaha untuk mempertahankan kelangsungan usaha Perusahaan.

the Company. Therefore, KAI Commuter Personnel are required to:

- a. Respect other people's intellectual property rights, because any unauthorized use of other people's intellectual property rights can result in legal risks for the Company;
- b. Actively participate in protecting intellectual property rights; and
- c. Participate in the development of a product related to the field of work and must treat the information and the results of the work as the property of the Company.

Insider Information

In terms of transactions between the Company and other parties, including asset transactions that have not been or have not become public consumption, KAI Commuter Personnel:

- a. Is not allowed to convey or leak any information of new product or services without official confirmation from the Company;
- b. Is not allowed to use information that has not been published to gain profit from that information; and/or
- c. Must maintain the confidentiality of the information obtained.

Protection of Company Assets

The Company's assets are the resources owned by the Company to achieve the Company's goals. Its maintenance and use and protection is an effort to maintain the Company's business continuity

Terhadap harta atau aset Perusahaan, Insan KAI Commuter harus:

- a. Menjaga agar penggunaan aset Perusahaan dilakukan untuk memberikan nilai tambah bagi Perseroan sesuai kaidah-kaidah sosial, ekonomi, dan finansial yang dapat dipertanggungjawabkan dengan memperhitungkan risiko usaha terkait;
- a. Menyimpan aset Perusahaan di tempat yang ditentukan Perusahaan;
- c. Menjaga, memelihara, mengamankan dan menyelamatkan aset Perusahaan sesuai dengan ketentuan yang berlaku; dan
- d. Tidak menggunakan dan memanfaatkan aset Perusahaan untuk kepentingan pribadi, kepentingan kelompok dan atau aktivitas politik serta pihak ketiga lainnya.

Kegiatan Sosial Politik

KAI Commuter menjamin hak setiap Insan KAI Commuter untuk berserikat dan menyalurkan aspirasi politiknya selama tidak bertentangan dengan ketentuan Perusahaan dan peraturan perundang-undangan. Perusahaan tidak memberikan kontribusi yang berasal dari dana Perusahaan atau menggunakan aset Perusahaan yang ditujukan untuk mendukung partai politik atau kandidat manapun. Insan KAI Commuter dilarang melakukan kegiatan yang mengarah pada keberpihakan salah satu calon atau perbuatan yang mengindikasikan terlibat dalam politik praktis atau berafiliasi dengan partai politik, di antaranya:

- a. Menjadi anggota partai politik;
- b. Memberikan dukungan kepada partai politik dan/atau kandidat manapun;
- c. Mengikuti kampanye partai politik dan/atau kandidat manapun;
- d. Mengunggah, mananggapi, atau menyebarkan gambar partai politik dan/atau kandidat manapun melalui media elektronik atau media sosial; dan/atau
- e. Melakukan foto bersama dengan dan/atau kandidat manapun atau mengikuti simbol tangan atau gerakan yang digunakan sebagai bentuk keberpihakan;

In terms of the assets of the Company, KAI Commuter personnel must:

- a. Ensure that the use of the Company's assets is carried out to provide added value to the Company in accordance with social, economic, and financial principles that can be accounted for by taking into account the related business risks;
- b. Store the Company's assets in a place determined by the Company;
- c. Safeguard, maintain, secure and save the Company's assets in accordance with applicable regulations; and
- d. Must not use and exploit the Company's assets for personal interests, group interests and or political activities as well as other third parties.

Socio-Political Activities

KAI Commuter guarantees the right of every KAI Commuter Personnel to form associations and channel their political aspirations as long as they do not conflict with the Company's provisions and laws and regulations. The Company does not make contributions from Company funds or use Company assets to support any political party or candidate. KAI Commuter personnel are prohibited from engaging in activities that lead to partiality with one of the candidates or actions that indicate they are involved in practical politics or are affiliated with political parties, including:

- a. Becoming a member of a political party;
- b. Providing support to any political party and/or candidate;
- c. Participating in the campaign of any political party and/or candidate;
- d. Uploading, responding to, or sharing images of any political party and/or candidate through electronic media or social media; and/or
- e. Taking group photo with and/or any candidate or follow the hand symbols or gestures used as a form of bias;

- f. Insan Perusahaan dilarang melakukan pemaksaan/ ancaman sehingga membatasi hak individu untuk menyalurkan aspirasi politiknya;
- g. KAI Commuter mematuhi kaidah dan peraturan tentang keterlibatan seorang pegawai untuk berpolitik sesuai dengan ketentuan yang berlaku.

Etika yang Terkait Dengan Stakeholders

Etika adalah sekumpulan norma atau nilai yang tidak tertulis yang diyakini oleh suatu kelompok masyarakat sebagai suatu standar perilaku kelompok tersebut berlandaskan peraturan perundangundangan dan etika usaha. Standar etika yang berlaku umum di lingkungan KAI Commuter merupakan tata nilai moral yang digunakan untuk menentukan:

- a. Hal-hal yang baik dan yang buruk;
- b. Hal-hal yang terpuji dan yang tercela; dan
- c. Hal-hal yang disetujui dan yang tidak disetujui.

Dalam rangka mewujudkan hubungan yang berkualitas dan beretika dengan para pemangku kepentingan, Perseroan memiliki komitmen sebagai berikut:

Etika Perusahaan dengan Pekerja

- a. KAI Commuter memperlakukan pegawai secara setara dan tidak membedakan suku, agama, ras dan jenis kelamin dalam segala aspek. Pegawai Perusahaan tidak membedakan dan tidak boleh dikenakan tindakan diskriminasi karena alasan kesukuan, latar belakang etnis, agama, warna kulit, jenis kelamin, usia, senioritas, pendapat politik, keanggotaan serikat dan status sosial;
- b. KAI Commuter melakukan pengelolaan pegawai dan pengembangan SDM secara objektif dan transparan;
- c. KAI Commuter tidak mempekerjakan tenaga kerja anak-anak atau di bawah umur;
- d. KAI Commuter berkomitmen untuk menciptakan kondisi kerja dan lingkungan (kesehatan, keamanan, kenyamanan, keselamatan) serta memberikan hak pegawai sesuai peraturan Perusahaan dan perundang-undangan yang berlaku;

- f. The Company's personnel are prohibited from using coercion/threats so as to limit the rights of individuals to channel their political aspirations;
- g. KAI Commuter complies with the laws and regulations regarding employee involvement in politics in accordance with applicable regulations.

Code of Conduct with Stakeholders

Ethics is a set of unwritten norms or values that are believed by a community group as a standard of behavior for that group based on laws and regulations and business ethics. The generally accepted ethical standards within KAI Commuter are moral values that are used to determine:

- a. Good things and bad things;
- b. The praiseworthy and the despicable things; and
- c. The things that are approved and those that are not approved.

In order to create a quality and ethical relationship with stakeholders, the Company has the following commitments:

Code of Conduct with Employees

- a. KAI Commuter treats employees equally and does not discriminate against ethnicity, religion, race and gender in all aspects. Company employees do not discriminate and may not be subject to discrimination due to reasons of ethnicity, ethnic background, religion, skin color, gender, age, seniority, political opinion, union membership and social status.
- b. KAI Commuter conducts employee management and HC development in an objective and transparent manner.
- c. KAI Commuter does not employ child or underage workers.
- d. PT KCI is committed to creating working conditions and the environment (health, security, comfort, safety) as well as providing employee rights in accordance with Company regulations and applicable laws and regulations.

- e. KAI Commuter mendukung peningkatan kompetensi pegawai seluas-luasnya sehingga mampu mendukung Perusahaan untuk kompetitif dalam menghadapi perkembangan global. Pegawai Perusahaan dituntut dapat berpartisipasi dan berperan aktif untuk meningkatkan produktivitas kerja melalui hubungan yang dinamis, harmonis, serasi dan seimbang antara Perusahaan dan pegawai.
- f. KAI Commuter mengakui nilai dari seluruh pegawai yang berkomitmen untuk meningkatkan kinerja Perusahaan dengan menetapkan imbalan (*reward*).
- g. KAI Commuter menerapkan hukuman (*punishment*) kepada pegawai yang melanggar prosedur, ketentuan, hukum, peraturan Perusahaan, etika Perusahaan dan perundang-undangan yang berlaku secara transparan dan dapat dipertanggungjawabkan.
- h. KAI Commuter mendukung prinsip yang mencakup bidang-bidang hak asasi manusia, standar buruh, manajemen lingkungan, anti-korupsi, anti-pencucian uang, dan anti monopoli baik nasional maupun internasional.
- i. KAI Commuter harus melakukan sosialisasi kepada Insan KAI Commuter agar dapat memahami syarat dan ketentuan pokok kepegawaian sesuai Peraturan Perusahaan, Etika Perusahaan dan Peraturan Perundang-undangan yang berlaku dalam rangka penerapan *Good Corporate Governance*.
- j. KAI Commuter berkomitmen untuk melakukan perjanjian Bersama yang tertuang dalam Perjanjian Kerja Bersama (PKB) dan Peraturan Perusahaan (PP).

Etika Perusahaan dengan Konsumen

- a. KAI Commuter mengutamakan kepuasan dan kepercayaan konsumen berdasarkan 4 (empat) pilar utama misi Perusahaan yaitu Keselamatan, Ketepatan waktu, Pelayanan, dan Kenyamanan.
- b. KAI Commuter terus menerus melakukan pengukuran kepuasan konsumen dalam rangka perbaikan terus menerus pelayanan kepada konsumen.

- e. KAI Commuter supports the widest possible increase in employee competence so as to be able to support the Company to be competitive in facing global developments. The Company's employees are required to participate and play an active role in increasing work productivity through a dynamic, harmonious, harmonious and balanced relationship between the Company and employees.
- f. KAI Commuter recognizes the value of all employees who are committed to improving the Company's performance by setting rewards.
- g. KAI Commuter shall impose punishment to employees who violate procedures, provisions, laws, company regulations, corporate ethics and applicable laws in a transparent and accountable manner.
- h. KAI Commuter supports principles that cover the fields of human rights, labor standards, environmental management, anti-corruption, anti-money laundering, and anti-monopoly both nationally and internationally.
- i. KAI Commuter must conduct dissemination to KAI Commuter Personnel in order to understand the main terms and conditions of employment in accordance with Company Regulations, Corporate Ethics and applicable laws and regulations in the context of implementing Good Corporate Governance.
- j. KAI Commuter is committed to carrying out the Collective Agreement as contained in the Collective Labor Agreement (PKB) and Company Regulations (PP).

Code of Conduct with Consumers

- a. KAI Commuter prioritizes customer satisfaction and trust based on the 4 (four) main pillars of the Company's mission, namely Safety, Punctuality, Service, and Convenience.
- b. KAI Commuter continuously measures customer satisfaction in the context of continuous improvement of service to consumers.

- c. KAI Commuter membuka layanan konsumen dan setiap karyawan yang terkait menindaklanjuti keluhan konsumen secara cepat dan responsif tanpa diskriminasi.
 - d. KAI Commuter memberikan informasi yang diperlukan oleh konsumen secara akurat dan faktual.
 - e. KAI Commuter mengembangkan prosedur dan mekanisme kerja untuk memastikan bahwa setiap keluhan yang diterima dapat diselesaikan secara komprehensif, sesuai dengan etika Perusahaan, peraturan dan perundang-undangan yang berlaku.
 - f. KAI Commuter melindungi hak-hak konsumen sesuai dengan peraturan dan perundang-undangan yang berlaku.
 - g. KAI Commuter mendukung prinsip ISO 9001:2015 Sistem Manajemen Mutu (SMM) yang berfokus pada kepuasan pelanggan dan perbaikan terus menerus.
 - h. Insan Perusahaan harus memberikan pelayanan yang terbaik kepada konsumen sesuai dengan Peraturan Perusahaan, Etika Perusahaan dan Peraturan Perundang-undangan yang berlaku dalam rangka memenuhi kepuasan konsumen.
- c. KAI Commuter opens customer service and every related employee follows up on consumer complaints quickly and responsively without discrimination.
 - d. KAI Commuter provides accurate and factual information needed by consumers.
 - e. KAI Commuter develops work procedures and mechanisms to ensure that any complaints received can be resolved comprehensively, in accordance with the Company's ethics, applicable laws and regulations.
 - f. KAI Commuter protects consumer rights in accordance with applicable laws and regulations.
 - g. KAI Commuter supports the principles of ISO 9001:2015 Quality Management System (QMS) which focuses on customer satisfaction and continuous improvement.
 - h. Company personnel must provide the best service to consumers in accordance with Company Regulations, Code of Conduct and applicable laws and regulations in order to meet customer satisfaction.

Etika Perusahaan dengan Masyarakat

- a. KAI Commuter menjaga hubungan yang harmonis dengan masyarakat dan mengedepankan prinsip moral dan etika untuk mencapai suatu hasil terbaik, tanpa merugikan kelompok masyarakat lainnya;
- b. KAI Commuter menyediakan dana dalam mendukung tanggung jawab sosial, yang dituangkan dalam kebijakan, untuk memberikan nilai dan manfaat bagi masyarakat berdasarkan anggaran Perusahaan, peraturan Perusahaan, dan etika Perusahaan yang berlaku;
- c. KAI Commuter mengoptimalkan penyaluran program pemberdayaan masyarakat di wilayah operasi kepada masyarakat tanpa diskriminasi sesuai dengan anggaran Perusahaan, etika Perusahaan, peraturan Perusahaan berlaku; dan

Code of Conduct with the Community

- a. KAI Commuter maintains a harmonious relationship with the community and prioritizes moral and ethical principles to achieve the best results, without harming other community groups.
- b. KAI Commuter provides funds to support social responsibility, as outlined in the policy, to provide value and benefits to the community based on the Company's budget, Company regulations, and applicable Company ethics.
- c. KAI Commuter optimizes the distribution of community empowerment programs in the operational area to the community without discrimination in accordance with the Company's budget, Company ethics, applicable Company regulations.

- d. Insan Perusahaan dilarang memberikan janji-janji kepada masyarakat (pihak ketiga) di luar kewenangannya dalam penyaluran program pemberdayaan masyarakat.

Etika Perusahaan dengan Mitra Kerja

- a. KAI Commuter menjamin pelaksanaan kompetisi yang transparan, adil, setara dan wajar, akuntabel serta dapat dipertanggungjawabkan dalam pengadaan barang dan jasa;
- b. KAI Commuter berkomitmen untuk berusaha menerapkan teknologi pengadaan (*e-procurement*) barang dan jasa untuk transparansi pengadaan barang dan jasa;
- c. KAI Commuter melakukan perikatan bisnis yang saling menguntungkan dan jelas dengan mitra kerja yang memiliki kepentingan sesuai dengan peraturan pengadaan barang dan jasa yang berlaku di KAI Commuter serta peraturan perundang-undangan yang berlaku;
- d. Insan Perusahaan tidak diperbolehkan menerima/tatap muka dengan rekanan di ruang kerja kecuali di ruang tamu dan ruang rapat;
- e. KAI Commuter menjatuhkan sanksi yang tegas kepada rekanan yang tidak memenuhi ketentuan yang telah disepakati bersama dan melanggar peraturan dan perundang-undangan yang berlaku;
- f. KAI Commuter menjamin dan meningkatkan iklim kebersamaan, menghargai, saling percaya sesuai dengan ketentuan yang telah disepakati bersama, etika Perusahaan, peraturan dan perundang-undangan yang berlaku;
- g. KAI Commuter melarang praktik dan tindakan-tindakan yang dikategorikan sebagai bentuk melawan hukum, nepotisme, kolusi, suap, gratifikasi/hadiah dan korupsi;
- h. KAI Commuter mendukung penerapan praktik *Good Corporate Governance* yang ditetapkan oleh Pemerintah;

- d. Company personnel are prohibited from making promises to the public (third parties) outside their authority

Code of Conduct with Partners

- a. KAI Commuter guarantees the implementation of a competition that is transparent, fair, equal and fair, accountable and accountable in the procurement of goods and services.
- b. KAI Commuter is committed to trying to implement e-procurement technology for goods and services for transparency in the procurement of goods and services.
- c. KAI Commuter conducts mutually beneficial and clear business engagements with business partners who have an interest in accordance with the regulations for the procurement of goods and services in force at KAI Commuter and the applicable laws and regulations.
- d. Company personnel are not allowed to receive/face to face with partners in the work room except in the living room and meeting room.
- e. KAI Commuter imposes strict sanctions on partners who do not meet the mutually agreed conditions and violate applicable laws and regulations.
- f. KAI Commuter guarantees and improves a climate of togetherness, respect, mutual trust in accordance with mutually agreed provisions, corporate ethics, applicable laws and regulations.
- g. KAI Commuter prohibits practices and actions categorized as unlawful, nepotism, collusion, bribery, gratuities/gifts and corruption.
- i. KAI Commuter supports the implementation of Good Corporate Governance practices set by the Government.

- i. Insan Perusahaan dilarang memberikan atau menerima janji-janji kepada rekanan, meluluskan rekanan dalam rangka mengambil keuntungan pribadi, *conflict of interest*, nepotisme, kolusi, suap, gratifikasi dan korupsi; dan
- j. Insan Perusahaan dilarang memberikan atau menerima sesuatu kepada atau dari pihak manapun juga yang menurut sifatnya langsung atau tidak langsung berkaitan dengan jabatan atau pekerjaannya.

Etika Perusahaan dengan Pemerintah

- a. KAI Commuter menjalankan bisnis selalu memenuhi peraturan dan memelihara hubungan baik dengan berbagai fungsi Pemerintah baik Pusat maupun Daerah berlandaskan pada standar etika dan komunikasi efektif dengan memperhatikan peraturan dan perundang-undangan yang berlaku. Perseroan berkewajiban membangun dan membina hubungan kemitraan yang harmonis dengan Pemerintah.
- b. Insan KAI Commuter harus mampu memaksimalkan kemampuannya untuk membantu Perseroan dalam mewujudkan tanggung jawab Perseroan terhadap pemerintah. Perilaku yang harus dilakukan oleh Insan KAI Commuter:
 - Mentaati dan memenuhi semua peraturan perundangundangan yang berlaku.
 - Menjalin hubungan yang harmonis, transparan dan komunikatif dengan dengan instansi Pemerintah.
 - Mendukung dan mensukseskan program Pemerintah, terutama di bidang transportasi berbasis kereta rel listrik.

Etika Perusahaan dengan Pemegang Saham

- a. KAI Commuter menghormati kepercayaan yang diberikan oleh Pemegang Saham, baik Pemegang Saham minoritas maupun pemegang saham mayoritas sesuai Peraturan Perundang-undangan yang berlaku.

- j. Company personnel are prohibited from giving or receiving promises to partners, passing partners in the context of personal gain, conflict of interest, nepotism, collusion, bribery, gratification and corruption.
- k. Company personnel are prohibited from giving or receiving anything to or from any party which by their nature is directly or indirectly related to their position or work.

Code of Conduct with the Government

- a. KAI Commuter runs its business by always complying with regulations and maintaining good relations with various functions of the Central and Regional Governments based on ethical standards and effective communication with due observance of applicable laws and regulations. The Company is obliged to build and maintain a harmonious partnership relationship with the Government.
- b. KAI Commuter personnel must be able to maximize their ability to assist the Company in realizing the Company's responsibilities to the government. The behavior that must be carried out by KAI Commuter Personnel:
 - Obey and comply with all applicable laws and regulations.
 - Maintain harmonious, transparent and communicative relationships with government agencies.
 - Support and succeed in Government programs, especially in the field of electric rail-based transportation.

Code of Conduct with Shareholders

- a. KAI Commuter respects the trust given by Shareholders, both minority shareholders and majority shareholders in accordance with the prevailing laws and regulations.

b. KAI Commuter menjalin hubungan jangka panjang dengan Pemegang Saham yang dilandasi dengan itikad baik, saling percaya dan saling memberi manfaat, serta berkomitmen untuk senantiasa berusaha keras agar Perseroan mengalami pertumbuhan yang berkesinambungan berdasarkan standar bisnis yang saling menguntungkan hingga dapat memberikan kontribusi yang optimal bagi Pemegang Saham.

b. KAI Commuter establishes a long-term relationship with Shareholders based on good faith, mutual trust and mutual benefit, and is committed to always strive so that the Company experiences sustainable growth based on mutually beneficial business standards so that it can provide optimal contributions to Shareholders.

Etika Perusahaan dengan Kreditur

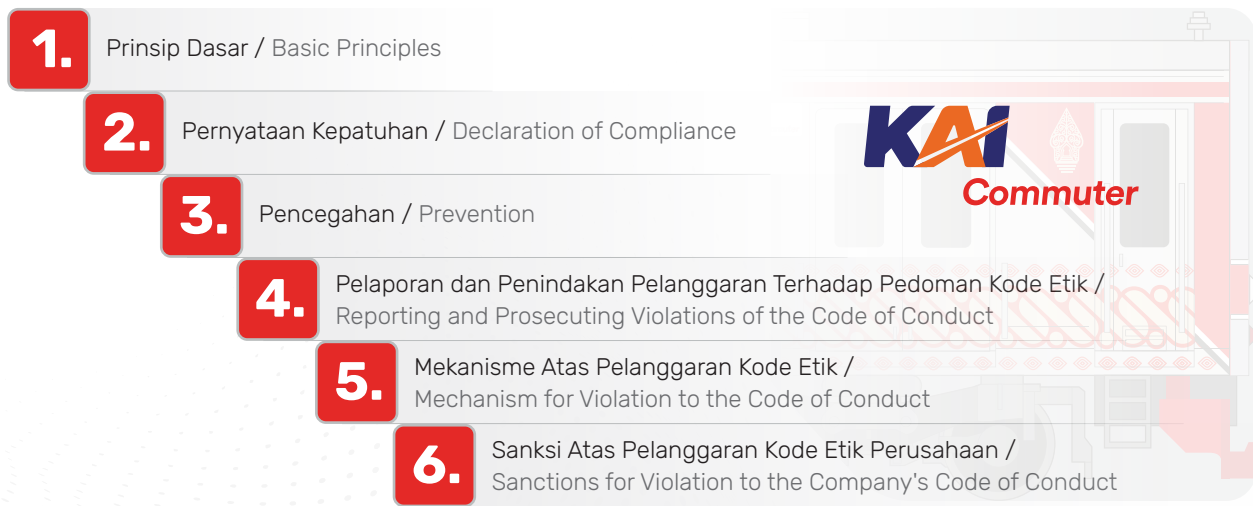
- a. KAI Commuter melindungi hak dan kepentingan kreditur dengan mematuhi kewajiban sesuai dengan perjanjian antara KAI Commuter dengan kreditur.
- b. KAI Commuter menjamin untuk selalu memberikan informasi setiap keadaan Perseroan yang akurat untuk kreditur sesuai dengan perjanjian yang telah disepakati.

Code of Conduct with Creditors

- a. KAI Commuter protects the rights and interests of creditors by complying with obligations in accordance with the agreement between KAI Commuter and creditors.
- b. KAI Commuter guarantees to always provide accurate information on every condition of the Company to creditors in accordance with the agreed agreement.

Isi Kode Etik

Contents of the Code of Conduct



Mekanisme Penegakan Kode Etik

Pedoman Perilaku dan Etika Kerja ini menjadi pedoman bersikap dan bertindak dalam melaksanakan tugas-tugas Perusahaan. Setiap pelanggaran terhadap pedoman perilaku dan standar etika yang dapat secara langsung maupun tidak langsung mengakibatkan kerugian finansial maupun non finansial bagi Perusahaan, merupakan tindakan indisipliner yang patut dikenakan sanksi sesuai tingkat pelanggaran berdasarkan peraturan yang berlaku.

Dalam pelaksanaannya insan KAI Commuter dapat mengajukan pertanyaan mengenai pedoman perilaku dan etika kerja kepada atasan masing-masing.

Direksi bertanggung jawab untuk memastikan bahwa pedoman perilaku dan etika kerja dipahami dan dilaksanakan oleh seluruh insan KAI Commuter.

Pelaporan Pelanggaran Kode Etik

Adapun gambaran umum pelaporan sebagai berikut:

1. Pelapor dapat menyampaikan laporan mengenai terjadinya atau dugaan terjadinya pelanggaran terhadap Kode Etik Perusahaan ini kepada *Unit Policy GCG & QA* baik secara langsung ataupun melalui surat atau e-mail yang disertai dengan minimal 2 (dua) bukti pendukung.
2. Sehubungan dengan pelaporan terjadinya pelanggaran, pelapor harus menyebutkan secara jelas identitas pelaku pelanggaran dan tindakan pelanggaran yang dilakukan oleh pelaku dan menyebutkan secara jelas identitas pelaku.
3. KAI Commuter dan *Unit Policy GCG & QA* menjamin kerahasiaan identitas pelapor.
4. Kerahasiaan laporan akan dijamin kecuali perusahaan membutuhkan tindakan penyidikan lebih lanjut untuk kepentingan Perseroan.
5. Laporan pelanggaran atau dugaan pelanggaran dikirim ke alamat e-mail laporgcg@krl.co.id ataupun dengan mendatangi langsung ke *Unit Policy GCG & QA*.

Code of Conduct Enforcement Mechanism

The Code of Conduct and Work Ethics serves as guidelines of behaviors and actions in carrying out the duties of the Company. Any violation of the code of conduct and ethical standards that can directly or indirectly result in financial or non-financial losses for the Company is a disciplinary action that should be subject to sanctions according to the level of violation based on applicable regulations.

In practice, KAI Commuter personnel can ask questions regarding the code of conduct and work ethics to their respective superiors.

The Board of Directors is responsible for ensuring that the code of conduct and work ethics is understood and implemented by all KAI Commuter personnel.

Code of Conduct Violation Reporting

The general description of reporting is as follows:

1. The reporter may submit a report regarding the occurrence or alleged violation of the Company's Code of GCG & QA Policy Unit either directly or by letter or e-mail accompanied by a minimum of 2 (two) supporting evidence.
2. In connection with reporting the occurrence of violations, the reporter must clearly state the identity of the perpetrator of the violation and the acts of violation committed by the perpetrator and clearly state the identity of the perpetrator.
3. GCG & QA Policy Unit guarantee the confidentiality of the reporter's identity.
4. Confidentiality of the report will be guaranteed unless the company requires further investigation for the benefit of the company.
5. Reports of violations or suspected violations are sent to the e-mail address laporgcg@krl.co.id or by visiting the GCG & QA Policy Unit directly

Hierarki Penanganan Pelanggaran Kode Etik

Code of Conduct Violation Handling Hierarchy

No	Terlapor / Reported Party	Yang Menangani / Handling Party	Dilaporkan Kepada / Reported to	Verifikator / Verifier
1	Dewan Komisaris / Board of Commissioners	Pemegang Saham / Shareholders	Pemegang Saham / Shareholders	Pemegang Saham / Shareholders
2	Direksi / Board of Directors	Dewan Komisaris dan Pemegang Saham / Board of Commissioners and Shareholders	Dewan Komisaris dan Komite Audit / Board of Commissioners and Audit Committee	Dewan Komisaris dan Pemegang Saham / Board of Commissioners and Shareholders
3	Vice President dan Manajer / Vice President and Manager	Komite Etika / Ethics Committee	Direktur Utama / President Director	Komite Audit / Audit Committee
4	Pelaksana-Junior Manajer/ Junior Executives - Manager	Komite Etika / Ethics Committee	Direktur Utama / President Director	SPI
5	Stakeholders		Direktur Utama / President Director	SPI

Perseroan melakukan sosialisasi kode etik menggunakan media cetak internal Perusahaan, *broadcast* e-mail, pembuatan poster dan melakukan sosialisasi secara klasikal. Jika terdapat pelanggaran terhadap kode etik maka sanksi yang berlaku adalah sebagai berikut:

1. Pelanggaran atas pedoman perilaku dan etika kerja ini diberikan sanksi sesuai Perjanjian Kerja Bersama dan/atau Peraturan Perusahaan serta ketentuan peraturan perundang-undangan yang berlaku.
2. Tim *Good Corporate Governance* berhak menyatakan terjadi atau tidak terjadinya pelanggaran kode Etik yang dilakukan.
3. Pelanggaran terhadap kode Etik Perusahaan akan ditindaklanjuti secara adil, tegas, konsisten.

Pada tahun 2021, tidak terdapat kasus pelanggaran kode etik yang terjadi di dalam Perseroan.

Ketentuan Mengenai Terjadinya Konflik Kepentingan Pribadi

KAI Commuter selalu berkomitmen untuk menciptakan kegiatan operasional yang menjunjung tinggi etika, baik dalam berbisnis dan bekerja serta terbebas dari praktik-praktik yang menyebabkan terjadinya pelanggaran yang disebabkan oleh benturan kepentingan. Oleh karena itu Perusahaan membuat kebijakan tentang benturan

The Company socializes the code of conduct using the Company's internal print media, e-mail broadcast, making of posters and regular dissemination. If there is a violation of the code of conduct, the applicable sanctions are as follows:

1. Violations of the code of conduct and work ethics are subject to sanctions in accordance with the Collective Labor Agreement and/or Company Regulations as well as the provisions of the applicable laws and regulations.
2. The Good Corporate Governance team has the right to declare whether or not a violation of the code of conduct has occurred.
3. Violations of the Company's code of conduct will be followed up fairly, firmly, consistently.

In 2021, there were no cases of violations of the code of conduct that occurred within the Company.

Regulations on Conflicts of Interest

KAI Commuter is always committed to creating operational activities that uphold ethics, both in business and work and free from practices that cause violations caused by conflicts of interest. Therefore, the Company has made a policy regarding conflicts of interest which is regulated in the Decree of the Board of Directors of

kepentingan yang diatur dalam Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor SK.037/CU/KCI/IX/2017 tanggal 27 September 2017 Tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) di Lingkungan PT Kereta Commuter Indonesia,

Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor SK.044/CU/KCI/X/2017 tanggal 31 Oktober 2017 dan Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor SK.025/CU/KCI/VI/2018 tanggal 04 Juni 2018 Tentang Pedoman Kode Etik PT Kereta Commuter Indonesia yang kemudian dimutakhirkan dengan Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK.046/ CU/KCI/IX/2019 tanggal 24 September 2019. Benturan kepentingan adalah suatu kondisi yang dihadapi oleh Insan KAI Commuter yang karena jabatan atau posisinya memiliki kewenangan yang berpotensi dapat disalahgunakan, baik secara sengaja maupun kualitas keputusannya, serta kinerja hasil keputusan yang dapat merugikan Perusahaan. KAI Commuter telah membuat kebijakan tentang benturan kepentingan di lingkungan Perusahaan dan seluruh Insan KAI Commuter diharuskan mengetahui berbagai bentuk benturan kepentingan, penyebab terjadinya benturan kepentingan dan tindakan yang harus dilakukan apabila terjadi situasi benturan kepentingan.

Bentuk-bentuk situasi tentang benturan kepentingan di Perseroan antara lain:

1. Kondisi yang menyebabkan Insan KAI Commuter menerima gratifikasi atau pemberian atau penerimaan hadiah cinderamata atau hiburan atas suatu keputusan atau jabatan dan Perusahaan yang menguntungkan pihak pemberi;
2. Kondisi yang menyebabkan penggunaan fasilitas/ aset Perusahaan, jabatan, dan Perusahaan untuk kepentingan pribadi, kelompok, atau golongan;
3. Kondisi yang menyebabkan informasi rahasia jabatan atau Perusahaan dipergunakan untuk kepentingan pribadi atau golongan;

PT Kereta Commuter Indonesia Number SK.037/CU/KCI/IX/2017 dated September 27, 2017 concerning Code of Corporate Governance within PT Kereta Api Indonesian commuter,

Decree of the Board of Directors of PT Kereta Commuter Indonesia Number SK.044/CU/KCI/X/2017 dated 31 October 2017 and Decree of the Board of Directors of PT Kereta Commuter Indonesia Number SK.025/CU/KCI/VI/2018 dated June 04, 2018 concerning Code Guidelines The Ethics of PT Kereta Commuter Indonesia which was later updated with the Decree of the Directors of PT Kereta Commuter Indonesia Number: SK.046/ CU/KCI/IX/2019 dated September 24, 2019. Conflict of interest is a condition faced by KAI Commuter personnel who because of their position or position have authority that has the potential to be misused, either intentionally or the quality of its decisions, as well as the performance of the results of decisions that can harm the Company. KAI Commuter has made a policy regarding conflicts of interest within the Company and all KAI Commuter personnel are required to know the various forms of conflicts of interest, the causes of conflicts of interest and actions to be taken in the event of a conflict of interest situation.

The forms of situations regarding conflicts of interest in the Company include:

1. Conditions that cause KAI Commuter Personnel to receive gratification or giving or receiving gifts of souvenirs or entertainment for a decision or position and the Company that benefits the giver;
2. Conditions that cause the use of Company facilities/ assets, positions, and the Company for personal, group, or group interests;
3. Conditions that cause confidential information of positions or the Company to be used for personal or group interests;

4. Kondisi perangkapan jabatan di beberapa Perusahaan yang memiliki hubungan langsung atau tidak langsung, sejenis atau tidak sejenis, sehingga dapat menyebabkan pemanfaatan suatu jabatan untuk kepentingan jabatan lainya;
 5. Kondisi yang memberikan akses khusus kepada Insan KAI Commuter atau pihak tertentu untuk tidak mengikuti prosedur dan ketentuan yang seharusnya diberlakukan;
 6. Kondisi yang menyebabkan proses pengawasan tidak sesuai dengan prosedur karena adanya pengaruh dan harapan dari pihak yang diawasi;
 7. Kondisi atas kewenangan penilaian suatu objek kualifikasi di mana obyek tersebut merupakan hasil dari tim penilai;
 8. Kondisi adanya kesempatan penyalahgunaan jabatan;
 9. Kondisi *post employment* (antara lain: berupa *trading influence*, rahasia, jabatan);
 10. Kondisi pada saat seseorang dapat menentukan sendiri besarnya gaji/remunerasi;
 11. Kondisi bekerja lain, di mana bekerja tidak sesuai dengan tugas pokok dan fungsi;
 12. Kondisi yang memungkinkan pengguna diskresi (keputusan menurut pertimbangannya sendiri) yang menyalahgunakan wewenang;
 13. Kondisi yang memungkinkan untuk memberikan informasi lebih dari yang telah ditentukan Perusahaan;
 14. Kondisi memberikan keistimewaan maupun peluang kepada calon penyedia barang/jasa untuk menang dalam proses Pengadaan Barang/Jasa di Perusahaan;
 15. Kondisi di mana terdapat hubungan afiliasi/kekeluargaan antara Insan KAI Commuter dengan pihak lainya yang memiliki kepentingan atas keputusan dan/atau tindakan Insan KAI Commuter sehubungan dengan jabatannya di Perseroan;
 16. Kelemahan sistem organisasi, yaitu keadaan yang menjadi kendala bagi pencapaian tujuan pelaksanaan kewenangan Insan KAI Commuter yang disebabkan karena aturan, struktur dan budaya Perusahaan yang ada;
4. The condition of concurrent positions in several companies that have direct or indirect, similar or dissimilar relationships, so that it can lead to the use of one position for the benefit of other positions;
 5. Conditions that provide special access to KAI Commuter Personnel or certain parties not to follow the procedures and conditions that should be enforced;
 6. Conditions that cause the supervision process to be inconsistent with procedures due to the influence and expectations of the supervised party;
 7. Conditions on the authority to assess a qualifying object in which the object is the result of the assessment team;
 8. The condition of the opportunity for abuse of office;
 9. Post-employment conditions (among others: in the form of trading influence , secrets, positions);
 10. The condition when a person can determine the amount of salary/remuneration for himself;
 11. Other working conditions, where work is not in accordance with the main duties and functions;
 12. Conditions that allow users of discretion (decisions at their discretion) to abuse their authority;
 13. Conditions that allow to provide more information than has been determined by the Company;
 14. Conditions provide privileges and opportunities for prospective providers of goods/services to win in the process of Procurement of Goods/Services in the Company;
 15. Conditions where there is an affiliation/family relationship between KAI Commuter Personnel and other parties who have an interest in the decisions and/or actions of KAI Commuter Personnel in relation to their position in the Company;
 16. Weaknesses in the organizational system, namely conditions that become obstacles to the achievement of the objectives of implementing the authority of KAI Commuter Personnel caused by the existing rules, structure and corporate culture;

17. Kepentingan pribadi (*vested interest*) yaitu keinginan/ kebutuhan Insan KAI Commuter mengenai suatu hal yang bersifat pribadi.

Guna menjamin bahwa pelaksanaan penanganan kegiatan benturan kepentingan dapat diketahui oleh seluruh Insan KAI Commuter serta seluruh *stakeholder* yang berhubungan dengan Perseroan maka seluruh pihak di lingkungan Perseroan menjadi contoh (*role model*) dalam menegakan benturan kepentingan.

Berikut mekanisme yang dijalankan Perseroan tentang hal pelaporan benturan kepentingan:

Setiap Insan KAI Commuter dapat melaporkan kondisi benturan dengan melaporkan kepada:

a. Atasan Langsung

Pelaporan melalui atasan langsung dapat dilakukan apabila diketahui pelapor yang merupakan Insan KAI Commuter yang terlibat langsung atau memiliki potensi untuk terlibat secara langsung dalam kondisi benturan kepentingan.

b. *Whistleblowing System*

Pelaporan melalui *Whistleblowing System* dilakukan apabila diketahui pelapor adalah Insan KAI Commuter atau pihak ketiga (Pelanggan, Mitra Kerja dan Masyarakat) yang tidak memiliki keterlibatan secara langsung, namun mengetahui adanya potensi benturan kepentingan di Perusahaan. Pelaporan melalui *Whistleblowing System* dilaksanakan sesuai dengan mekanisme tersendiri yang telah ditetapkan oleh Perusahaan.

Pelanggaran terhadap pedoman penanganan benturan kepentingan akan dikenakan sanksi yang berlaku sebagaimana yang tercantum dalam Peraturan Perusahaan KAI Commuter, Perjanjian Kerja Bersama PT KAI (Persero) dan atau peraturan perundang-undangan yang berlaku. Sampai dengan per 31 Desember 2021, tidak ada pelanggaran benturan kepentingan yang terjadi di lingkungan Perseroan.

17. Personal interest (*vested interest*) is the desire/need of KAI Commuter Personnel regarding a personal matter.

In order to ensure that the implementation of handling conflict of interest activities can be known by all KAI Commuter personnel and all stakeholders related to KAI Commuter, all parties within KAI Commuter are role models in upholding conflicts of interest.

The following mechanism is implemented by the Company regarding the reporting of conflicts of interest:

Every employee of KAI Commuter can report a collision condition by reporting to:

a. Direct supervisor

Reporting through direct superiors can be made if it is known that the reporter is a KAI Commuter Personnel who is directly involved or has the potential to be directly involved in a conflict of interest condition.

b. *Whistleblowing System*

Reporting through the *Whistleblowing System* is carried out if it is known that the reporter is a KAI Commuter Personnel or third party (Customers, Business Partners and Community) who have no direct involvement, but are aware of a potential conflict of interest in the Company. Reporting through the *Whistleblowing System* is carried out in accordance with a separate mechanism established by the Company.

Violation of the guidelines for handling conflicts of interest will be subject to applicable sanctions as stated in the KAI Commuter Company Regulations, PT KAI Joint Work Regulations and or applicable laws and regulations. As of December 31, 2021, there is no violation of conflict of interest that has occurred within the Company.

WHISTLEBLOWING SYSTEM

Sistem Pelaporan Pelanggaran (*Whistleblowing System*) merupakan bagian dari pengendalian Perseroan dalam mencegah kecurangan demi mewujudkan penerapan dan penegakan tata kelola Perusahaan yang baik (*Good Corporate Governance*). Kebijakan Sistem Pelaporan Pelanggaran (*Whistleblowing System*) telah diatur melalui Peraturan Direksi PT Kereta Commuter Indonesia Nomor 020/PERDIR/AS.700/V/KCI/2021 tentang Pedoman Penanganan Pengaduan (*Whistleblowing System*) yang ditetapkan pada 4 Mei 2021.

Adapun hal-hal yang tercantum dalam pedoman tersebut, di antaranya:

1. Prinsip-prinsip penanganan WBS
2. Kewenangan penanganan
3. Kriteria pelanggaran
4. Penyampaian dan penanganan pengaduan
5. Tindak lanjut pengaduan
6. Hak dan kewajiban pelapor
7. Pengawasan dan evaluasi
8. Kewajiban insan Perusahaan

Prinsip Dasar *Whistleblowing System*

1. Terintegrasi, yaitu semua laporan yang diterima oleh Unit Pengelola WBS harus dimasukkan ke dalam Aplikasi WBS oleh Pelapor secara mandiri maupun secara elektronik atau oleh petugas administrasi;
2. Akuntabilitas, yaitu proses penanganan laporan dan tindak lanjutnya harus dapat dipertanggungjawabkan;
3. Non diskriminatif, yaitu proses penanganan Pengaduan tidak membedakan perlakuan berdasarkan gender, suku, agama, ras dan golongan;
4. Independensi, yaitu bebas dari campur tangan pihak luar dan bebas dari segala bentuk tekanan, baik fisik maupun psikis;
5. Netralitas, yaitu setiap penanganan laporan dilaksanakan dengan tidak memihak dan tidak dipengaruhi oleh kepentingan siapapun dan apapun;
6. Kepastian hukum, yaitu dalam setiap penanganan laporan mengutamakan landasan peraturan Perusahaan dan ketentuan perundang-undangan yang berlaku;

WHISTLEBLOWING SYSTEM

The Whistleblowing System is part of the Company's control in preventing fraud in order to realize the implementation and enforcement of Good Corporate Governance. The Whistleblowing System Policy has been regulated through the Board of Directors Regulation Number 020/PERDIR/AS.700/V/KCI/2021 concerning Guidelines for Handling Complaints (*Whistleblowing System*) which was stipulated on May 4, 2021.

The matters listed in the guidelines include:

1. WBS handling principles
2. Handling authority
3. Criteria for violation
4. Submission and handling of complaints
5. Follow up complaints
6. Whistleblower rights and obligations
7. Monitoring and evaluation
8. Obligations of the Company's personnel

Basic Principles of *Whistleblowing System*

1. Integrated, all reports received by the WBS Management Unit must be entered into the WBS Application by the Reporting Party independently or electronically or by administrative officers;
2. Accountability, the process of handling reports and their follow-up must be accountable;
3. Non-discriminatory, the complaint handling process does not differentiate treatment based on gender, ethnicity, religion, race and class;
4. Independence, free from outside interference and free from all forms of pressure, both physical and psychological;
5. Neutrality, every report handling is carried out impartially and is not influenced by the interests of anyone and anything;
6. Legal certainty, in every report handling prioritizing the basis of the Company's regulations and the provisions of the applicable laws and regulations;

7. Profesionalitas, yaitu penyelenggara WBS dalam melaksanakan tugasnya mengutamakan keahlian;
 8. Proporsionalitas, yaitu dalam penanganan Pengaduan diutamakan keseimbangan kepentingan pihak-pihak dalam penanganan Pengaduan;
 9. Kerahasiaan, yaitu sikap kehati-hatian dalam penanganan laporan pelanggaran dengan menjaga kerahasiaan identitas Pelapor dan/atau Saksi dan kerahasiaan materi Pelaporan termasuk surat menyurat dan berkas penanganan laporan pelanggaran sampai dengan adanya keputusan terbukti atau tidaknya suatu Pelaporan pelanggaran;
 10. Perlindungan, yaitu Perusahaan memberikan perlindungan terhadap perlakuan yang dapat merugikan Pelapor dan/atau Saksi dan dalam hal tertentu Pelapor dan/atau Saksi dapat diberikan perlindungan hukum, sesuai ketentuan Peraturan Perundang-undangan yang berlaku;
 11. Komunikatif, yaitu pengelolaan WBS dilakukan secara komunikatif dengan Pelapor terkait tindak lanjut penanganan laporan pelanggaran;
 12. Objektif, yaitu bahwa dalam penanganan laporan pelanggaran dan tindak lanjutnya dilakukan berdasarkan kriteria yang telah ditentukan dan tidak dipengaruhi pertimbangan berdasarkan kepentingan tertentu;
 13. Adil, yaitu bahwa dalam penanganan laporan pelanggaran dan tindak lanjutnya, baik Pelapor, Terlapor, pihak terkait maupun Saksi, mendapatkan perlakuan yang sama sesuai prosedur yang berlaku; dan
 14. Efektif, efisien, dan ekonomis yaitu agar penanganan laporan pelanggaran dan tindak lanjutnya dilakukan secara tepat sasaran, hemat dari segi sumber daya, tenaga, biaya dan tepat waktu sesuai dengan prosedur yang berlaku.
7. Professionalism, WBS organizers in carrying out their duties prioritize expertise;
 8. Proportionality, in handling Complaints prioritizing the balance of interests of the parties in handling Complaints;
 9. Confidentiality, prudence in handling reports of violations by maintaining the confidentiality of the identity of the Reporter and/or Witness and the confidentiality of Reporting materials including correspondence and files for handling violation reports until a decision is proven whether or not a violation is reported;
 10. Protection, the Company provides protection against treatment that can harm the Reporting Party and/or Witness and in certain cases the Reporter and/or Witness can be given legal protection, in accordance with the provisions of the applicable laws and regulations;
 11. Communicative, the management of WBS is carried out communicatively with the Reporting Party regarding the follow-up to the handling of the violation report;
 12. Objective, the handling of reports of violations and their follow-up is carried out based on predetermined criteria and is not influenced by considerations based on certain interests;
 13. Fair, in handling reports of violations and their follow-up actions, both the Reporting Party, the Reported Party, related parties and Witnesses receive the same treatment according to the applicable procedures; and
 14. Effective, efficient, and economical, namely so that the handling of reports of violations and their follow-up is carried out in a targeted manner, saving in terms of resources, manpower, cost and on time in accordance with applicable procedures.

Kewenangan Penanganan WBS

1. Penanganan WBS dilakukan oleh penyelenggaraan WBS yang terdiri atas:
 - a. Direktur Utama sebagai penanggung jawab;
 - b. *Vice President* yang membidangi Internal Audit sebagai pengawas WBS;
 - c. Unit Pengelola WBS; dan
 - d. Pejabat yang berwenang menjatuhkan hukuman disiplin.
2. Unit Pengelola WBS sebagaimana dimaksud pada poin 1 huruf c meliputi:
 - a. *Vice President* yang membidangi GCG sebagai penelaah WBS;
 - b. Manager yang membidangi GCG sebagai petugas verifikasi WBS; dan
 - c. Pegawai di Departemen yang membidangi GCG ditunjuk sebagai petugas administrasi WBS.

Penyampaian dan Penanganan Pengaduan

Mekanisme dalam sistem pelaporan pelanggaran terdiri dari proses yang saling terkait satu sama lainnya, meliputi:

1. Pengaduan disampaikan kepada Unit Pengelola WBS melalui:
 - a. Lisan;
 - b. Surat;
 - c. Surat elektronik dengan alamat laporgcg@krl.co.id; dan/atau
 - d. Aplikasi WBS Online di Website Perusahaan <https://wbs.kci.id/>
2. Pengaduan ditindaklanjuti apabila memenuhi kriteria:
 - a. Identitas pelapor yang jelas serta substansi pengaduannya logis.
 - b. Pelapor masih bekerja dalam Perseroan.
 - c. Telah terjadi pengaduan serupa yang bisa dijadikan informasi tambahan.
3. Petugas administrasi WBS meneruskan setiap pengaduan yang diterima kepada petugas verifikasi.
4. Petugas verifikasi menyampaikan hasil verifikasi untuk selanjutnya ditelaah oleh petugas unit WBS.

WBS Handling Authority

1. WBS handling is carried out by the WBS organizer which consists of:
 - a. President Director as the person in charge;
 - b. Vice President in charge of Internal Audit as WBS supervisor;
 - c. WBS Management Unit; and
 - d. The official in charge of imposing disciplinary penalties.
2. The WBS Management Unit as referred to in point 1 letter c includes:
 - a. Vice President in charge of GCG as WBS reviewer;
 - b. Manager in charge of GCG as WBS verification officer; and
 - c. Employees in the Department in charge of GCG are appointed as WBS administrative officers.

Submission and Handling of Complaints

The mechanism in the violation reporting system consists of processes that are interrelated with each other, including:

1. Complaints are submitted to the WBS Management Unit through:
 - a. Oral;
 - b. Letter;
 - c. Electronic mail with the address laporgcg@krl.co.id ; and/or
 - d. WBS Online Application
2. Complaints are followed up if they meet the following criteria:
 - a. The identity of the reporter is clear and the substance of the complaint is logical.
 - b. The Whistleblower is still working in the Company.
 - c. There have been similar complaints that can be used as additional information.
3. The WBS administrative officer forwards every complaints received to the verification officer.
4. The verification officer submits the results of the verification for further review by the WBS unit officer.

5. Penelaah WBS menyampaikan laporan hasil telaah pengaduan agar segera ditindaklanjuti.

5. The WBS reviewer submits a report on the results of the complaint review so that it can be followed up immediately.

Perlindungan Bagi Whistleblower

Adapun hak-hak perlindungan yang Perseroan bagi pelapor dengan ketentuan sebagai berikut:

1. Untuk memantau perkembangan pelaporan pelanggaran.
2. Untuk dirahasiakan/disamarkan identitasnya.
3. Agar mendapatkan keringanan dalam hal turut terlibat dalam perkara yang dilaporkan.
4. Menghadirkan saksi yang mengetahui atau memiliki informasi tentang terjadinya pelanggaran; dan/atau
5. Mendapat perlindungan sesuai dengan ketentuan Peraturan Perundang-undangan yang berlaku.

Whistleblower Protection

The protection rights that the Company provides for the whistleblower are as follows:

1. Monitoring the progress of reporting violations.
2. Keeping their identity confidential.
3. Obtaining relief in the event of the whistleblower being involved in the reported case.
4. Presenting witnesses who know or have information about the occurrence of violations; and/or
5. Get protection in accordance with the provisions of the applicable laws and regulations.

Evaluasi Pengendalian WBS

Kegiatan Pengendalian WBS di KAI Commuter tahun 2021

WBS Control Evaluation

KAI Commuter WBS Control Activities in 2021

No	Kegiatan GCG / GCG Activity	RKAP 2021	Keterangan / Description
1	Sosialisasi dan pengendalian WBS KAI Commuter / Dissemination and control of WBS at KAI Commuter	✓	Dikarenakan pandemic Covid 19 Sosialisasi dilakukan melalui email GCG ke seluruh pegawai KAI Commuter dan membuat Banner Berani Laporkan KAI Commuter. / Due to the Covid-19 pandemic, the dissemination is carried out through GCG emails to all employees of KAI Commuter and preparation of promotional banners in encouraging the reports at KAI Commuter.

Sebagai upaya sosialisasi dan diseminasi kebijakan terkait GCG, berikut laporan kegiatan pengendalian WBS di lingkungan Perusahaan dengan PIC Unit GCG yang menerima laporan WBS sebagai berikut:

As an effort to socialize and disseminate policies related to GCG, the following is a report on WBS control activities within the Company with the PIC of the GCG Unit that received the WBS report as follows:

No	Laporan / Report	Jumlah / Total	Keterangan / Description
1	2	2	Sudah diproses sesuai peraturan yang berlaku di KAI Commuter. / Has been processed in accordance with KAI Commuter regulations.

Berdasarkan kesimpulan dari kegiatan dan laporan tersebut maka Unit WBS melakukan evaluasi kegiatan sebagai berikut:

Based on the conclusions from the activities and reports, the WBS Unit evaluates the following activities:

**Evaluasi Kegiatan WBS 2021 /
 Evaluation of WBS Activities in 2021**

Masih takutnya pelapor akan tersebarnya data pelapor ke publik / Whistleblowers are still concerned that their identity will be exposed to the public

Rencana Tindak Lanjut Tahun 2022 / Follow Up Plans for 2022

Sosialisasi tentang data pelapor yang di rahasiakan akan di tambah di 2021 serta penambahan 1 pasal pada peraturan Direksi tentang WBS terkait kerahasiaan data pelapor dan pelapor perlindungan khusus dari tim pengendali WBS sesuai dengan peraturan Direksi tentang WBS / Dissemination regarding confidential reporting data will be added in 2021 as well as the addition of 1 article to the Board of Directors' regulations regarding WBS regarding the confidentiality of the whistleblower's data and special protection reports from the WBS control team in accordance with the Board of Directors' regulations regarding WBS

LHKPN

Kebijakan dasar Perseroan mengenai kewajiban pejabat Perseroan dalam melaporkan harta kekayaannya merujuk pada peraturan perundang-undangan sebagai berikut:

1. Undang-Undang Nomor 28 Tahun 1999 tentang Penyelenggara negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme;
2. Undang-Undang Nomor 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi;
3. Peraturan Komisi Pemberantasan Korupsi Nomor 07 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman dan Pemeriksaan Harta Kekayaan Penyelenggara Negara; dan
4. Surat Keputusan Direksi PT Kereta Api Indonesia (Persero) Nomor KEP.U/KP.402/II/1/KA-2017 tentang Perubahan atas Keputusan Direksi Nomor KEP.U/KP.402/V/1/KA-2016 tentang Tata Cara Pelaporan, Pengumuman dan Pengelolaan LHKPN.

Berdasarkan hal tersebut Perseroan memiliki kebijakan atas kepatuhan Wajib Lapo melaporkan harta kekayaannya dengan penetapan Surat Keputusan nomor SK.035/CU/KCI/VIII/2020 tentang Tata Cara Penyampaian dan Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara di Lingkungan PT Kereta Commuter Indonesia yang ditetapkan pada 3 Agustus

LHKPN

The Company's basic policy regarding the obligations of Company officials in reporting their assets refers to the following laws and regulations:

1. Law No. 28 of 1999 concerning State Administrators that are Clean and Free from Corruption, Collusion, and Nepotism;
2. Law No. 30 of 2002 concerning the Corruption Eradication Commission;
3. Corruption Eradication Commission Regulation No. 07 of 2016 concerning Procedures for Registration, Announcement and Examination of State Administrators' Assets; and
4. Decree of the Board of Directors of PT Kereta Api Indonesia (Persero) Number: KEP.U/KP.402/II/1/KA-2017 concerning Amendments to the Decree of the Board of Directors Number: KEP.U/KP.402/V/1/KA-2016 concerning Procedure for Reporting, Announcement and Management of LHKPN.

Based on the regulations, the Company has a policy of compliance with Reporting Obligations to report their assets with the stipulation of Decision Letter number SK.035/CU/KCI/VIII/2020 concerning Procedures for Submission and Management of State Administrators Wealth Reports within PT Kereta Commuter Indonesia which was stipulated on 3 August 2020, it has

2020, di dalamnya telah mengatur mengenai wajib lapor dan ketentuan penyampaian, waktu penyampaian, tata cara penyampaian, pengumuman dan pengelolaan LHKPN, serta pemberian sanksi bagi penyelenggara yang tidak menyampaikan LHKPN.

Pemegang jabatan yang berkewajiban menyampaikan LHKPN di lingkungan Perusahaan sebagaimana dimaksud pada Pasal 2 (selanjutnya disebut Wajib Lapor) meliputi:

- a. Dewan Komisaris
- b. Direksi;
- a. Executive Management (M1);
- b. Middle Management (M2);
- c. Expert (S1);
- d. Senior Specialist (S2); dan
- e. Senior Administrator (A2).

Dalam pelaksanaannya, terdapat Koordinator Pengelolaan LHKPN dan Pengelola data Wajib Lapor yang dilaksanakan oleh:

- a. *Vice President Corporate Secretary* sebagai Koordinator Pengelolaan LHKPN;
- b. *Manager Policy Good Corporate Governance* sebagai Owner dan pengelola Aplikasi Wajib LHKPN; dan
- c. *Manager Administrasi SDM* sebagai Pengelola data daftar pejabat Wajib Lapor LHKPN.

Koordinator pengelolaan LHKPN mempunyai tugas sebagai berikut:

- a. Melakukan koordinasi dengan KPK terkait pendistribusian, pemantauan, pengisian, dan penyampaian formulir LHKPN;
- b. Menyampaikan data mengenai perubahan jabatan di Perseroan kepada KPK;
- c. Melaksanakan sosialisasi kewajiban pelaporan LHKPN di lingkungan Perseroan.

regulated the mandatory reporting and submission conditions, submission time, submission procedures, announcement and management of LHKPN, as well as sanctions for organizers who do not submit LHKPN.

Position holders who are obliged to submit LHKPN within the Company as referred to in article 2 (hereinafter referred to as Reporting Obligations) include:

- a. Board of Commissioners
- b. Board of Directors;
- c. Executive Management (M1);
- d. Middle Management (M2);
- e. Expert (S1);
- f. Senior Specialist (S2); and
- g. Senior Administrator (A2).

In its implementation, there are LHKPN Management Coordinators and Mandatory Reporting Data Manager carried out by:

- a. *Vice President Corporate Secretary* as LHKPN Management Coordinator;
- b. *Good Corporate Governance Policy Manager* as Owner and manager of the LHKPN Mandatory Application; and
- c. *HC Administration Manager* as Data Manager for List of Officials Required to Report LHKPN.

The LHKPN management coordinator is assigned with the following duties:

- a. Coordinate with the KPK regarding the distribution, monitoring, filling, and submission of LHKPN forms;
- b. Submit data regarding changes in positions in the Company to the KPK;
- c. Carry out socialization of LHKPN reporting obligations within the Company.

- d. Mengkoordinir bukti pelaporan LHKPN Penyelenggara Negara (para pejabat) Perseroan;
- e. Menyampaikan data kepegawaian dan data perubahan jabatan Wajib Lapor kepada KPK paling lambat 15 Desember setiap tahun; dan
- f. Melakukan pemutakhiran data sebagaimana dimaksud dalam aplikasi E-LHKPN.

Aplikasi E-LHKPN

Pengelola Data Wajib Lapor mempunyai tugas sebagai berikut:

- a. Menyusun daftar nama Penyelenggara Negara yang merupakan Wajib Lapor;
- b. Melakukan *update* data Penyelenggara Negara dan melaporkan kepada Koordinator pengelolaan LHKPN paling lambat tanggal 30 November setiap tahun; dan
- c. Melakukan koordinasi dengan koordinator pengelolaan LHKPN, *Owner* dan Pengelola Aplikasi.

Wajib Lapor LHKPN memiliki tugas sebagai berikut:

- a. Melakukan pemutakhiran data Wajib LHKPN pada aplikasi E-LHKPN;
- b. Menyampaikan data mengenai perubahan jabatan di Perseroan kepada Koordinator pengelolaan LHKPN;
- c. Melakukan rekapitulasi hasil pelaporan LHKPN dan Wajib Lapor; dan
- d. Melakukan koordinasi pelaporan LHKPN dengan Induk Perusahaan.

Pada pelaksanaan tahun 2021 Perseroan telah bekerja sama dengan KPK dalam memberikan sosialisasi serta bimbingan teknis pengisian E-LHKPN. Sepanjang tahun 2021, Wajib Lapor di KAI Commuter seluruhnya atau 100% dari Wajib Lapor telah melaporkan LHKPN secara tepat waktu. Berikut rincian pelaporannya:

Uraian / Description	2021	2020	2019
Jumlah Wajib Lapor / Total Reporting Officials	75	75	80
Total Pelaporan / Total Reporting	75	75	80
Persentase / Percentage	100%	100%	100%

- d. Coordinate the evidence of reporting on the Company's State Administrators (officers) LHKPN;
- e. Submit personnel data and data on changes in positions required to report to the KPK no later than December 15 every year; and
- f. Update the data as referred to in the E-LHKPN application.

E-LHKPN Application

The Mandatory Reporting Data Manager has the following duties:

- a. Compile a list of names of State Administrators who are Compulsory to Report;
- b. Update State Administrators data and report to the Coordinator of LHKPN management no later than November 30 every year; and
- c. Coordinate with LHKPN management coordinator. Application Owner and Manager.

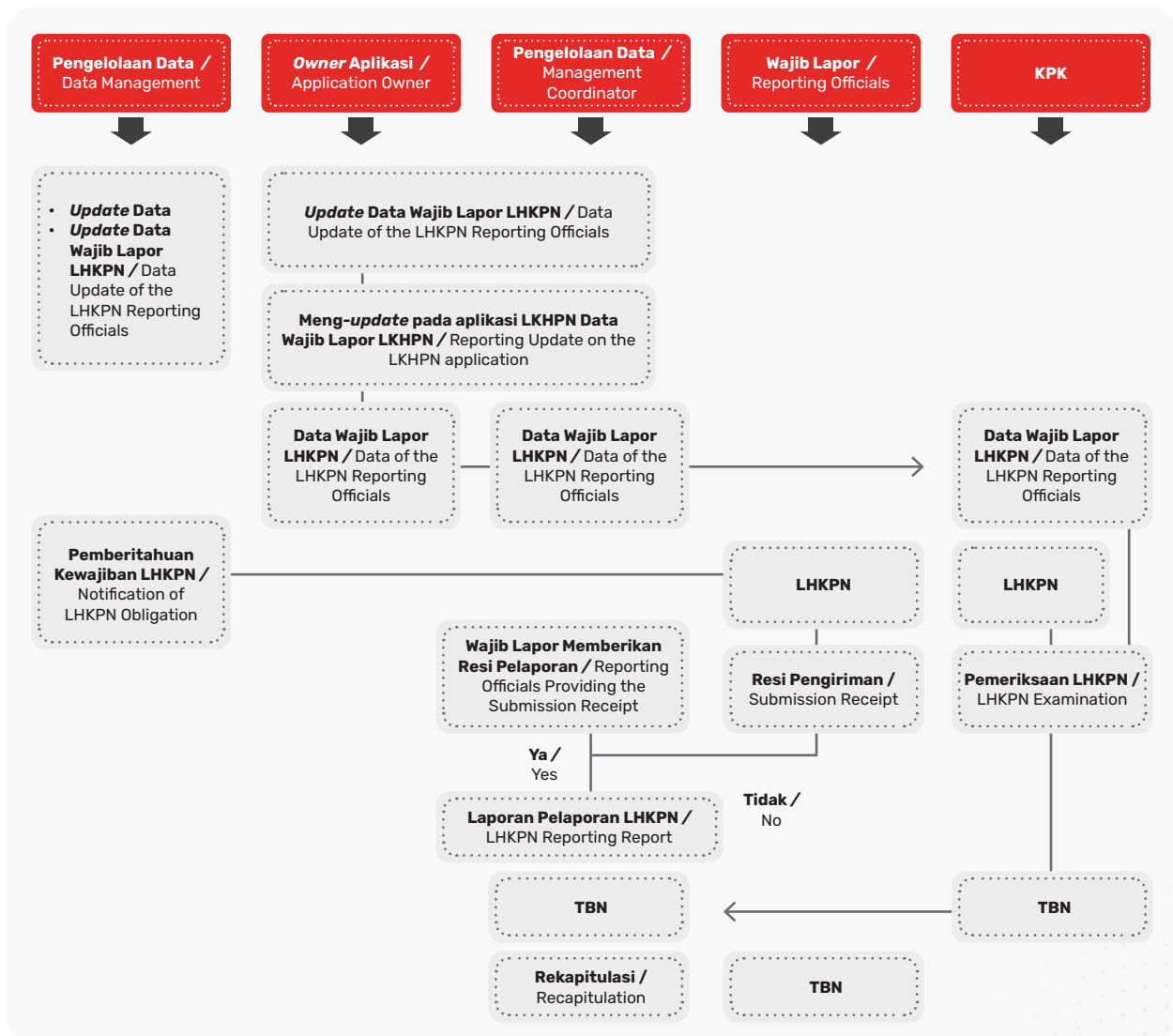
Officers with the obligation to submit the LHKPN has the following duties:

- a. Update the mandatory LHKPN data on the E-LHKPN application;
- b. Submitting data regarding changes in positions in the Company to the Coordinator of LHKPN management;
- c. Recapitulating the results of LHKPN reporting and Reporting Obligations; and
- d. Coordinate LHKPN reporting with the Parent Company.

In the 2021 implementation, the Company has collaborated with the KPK in providing socialization and technical guidance on filling out the E-LHKPN. Throughout 2021, all of the Reporting Obligations at KAI Commuter or 100% of the Reporting Obligations have reported the LHKPN in a timely manner. The following is the report detail:

Berikut ini merupakan mekanisme atau alur pengelolaan LHKPN di Perseroan.

The following is a mechanism or flow on LHKPN management in the Company.



KEBIJAKAN ATAS PENGADAAN BARANG DAN JASA

Dalam melaksanakan pengadaan barang dan jasa, Perseroan telah memiliki petunjuk pelaksanaan pengadaan barang/jasa yang dimutakhirkan sesuai dengan kebutuhan sesuai dengan Peraturan Direksi PT Kereta Commuter Indonesia Nomor 030.1/PERDIR/AL.106/VII/KCI/2021 tentang Petunjuk Pelaksanaan Pengadaan Barang dan/atau Jasa di Lingkungan PT Kereta Commuter Indonesia.

POLICY ON THE PROCUREMENT OF GOODS AND SERVICES

In carrying out the procurement of goods and services, the Company already has instructions for implementing the procurement of goods/services which are updated as needed in accordance with the Board of Directors Regulation Number: 030.1/PERDIR/AL.106/VII/KCI/2021 concerning Instructions for the Implementation of the Procurement of Goods and/or Services in PT Kereta Commuter Indonesia environment.

Pengadaan barang/jasa dilakukan dengan prinsip *Good Corporate Governance* yaitu dengan menerapkan prinsip-prinsip dasar pengadaan barang/jasa yang efisien, efektif, kompetitif, transparan, wajar dan akuntabel, dalam rangka memenuhi kebutuhan pengadaan barang/jasa, dimana hasilnya dapat dipertanggungjawabkan baik dari segi fisik, keuangan maupun manfaat bagi kelancaran operasional Perseroan.

AKSES INFORMASI DAN DATA PERSEROAN

Perseroan menyediakan sejumlah media dan saluran yang terbuka bagi seluruh *stakeholders*, di antaranya adalah *website*, penerbitan media internal secara berkala, penyediaan aplikasi KRL Access bagi penumpang serta akun media sosial. Berikut media dan/atau situs yang dapat diakses untuk mendapatkan akses informasi PT Kereta Commuter Indonesia:

The procurement of goods/services is carried out with the principles of Good Corporate Governance, namely by applying the principles of: the basis for the procurement of goods/services that are efficient, effective, competitive, transparent, fair and accountable, in order to meet the needs of the procurement of goods/ services, where the results can be accounted for both in terms of physical, financial as well as benefits for the smooth operation of the Company.

ACCESS TO COMPANY INFORMATION AND DATA

The Company provides a number of media and channels that are open to all stakeholders, including a website, periodic internal media publications, provision of KRL Access applications for passengers and social media accounts. The following media and/or sites can be accessed to get access to information on PT Kereta Commuter Indonesia:



 ...
kip@krl.co.id

 ...
www.krl.co.id

 ...
C-News Magazine

 ...
Call Center: 121

 ...
Informasi Commuterline

 ...
@CommuterLine

 ...
@CommuterLine

 ...
021 345 3535

 **Stasiun Juanda Jl. Ir. H Juanda 1
Jakarta Pusat, DKI Jakarta - 10120**

AKSES INFORMASI EKSTERNAL

Selain itu, disediakan pula layanan digital bagi pelanggan untuk memberikan kritikan dan masukan terhadap kinerja Perseroan atau sekadar mencari informasi tentang PT Kereta Commuter Indonesia. Layanan tersebut dapat dilakukan melalui Navigasi C-Care yang terdapat dalam *website* yang berisi:

EXTERNAL INFORMATION ACCESS

In addition, digital services are also provided for customers to provide criticism and input on the Company's performance or simply seek information about PT Kereta Commuter Indonesia. This service can be done through C-Care Navigation contained in the website which contains:

No	Akses Informasi / Information Access	Uraian / Description
1	Call Center	Melalui <i>Call Center</i> PT Kereta Commuter Indonesia via telepon di nomor 021-121, Pelanggan dapat mengetahui informasi secara langsung dan lengkap tentang produk dan layanan Perseroan mulai dari jadwal perjalanan commuteline, harga tiket, regulasi, dan lain sebagainya. Melalui <i>Call Center</i> , pelanggan juga dapat menyampaikan kritik serta sarannya mengenai produk dan pelayanan commuteline Commuter. / Through the PT Kereta Commuter Indonesia Call Center via telephone at 021-121, Customers can obtain direct and complete information about the Company's products and services, starting from commuteline travel schedules, ticket prices, regulations, and so on. Through the Call Center, customers can also submit their criticisms and suggestions regarding Commuter commuteline products and services.
2	Email	Tidak hanya via telepon, pelanggan juga dapat mendapatkan informasi umum serta menyampaikan permohonan keterbukaan informasi publik melalui e-mail ke alamat: kip@krl.co.id / Not only via telephone, customers can also obtain general information and submit requests for public information disclosure by e-mail to the address: kip@krl.co.id
3	PO BOX	Meskipun telah disediakan platform dalam bentuk elektronik dan digital, PT Kereta Commuter Indonesia juga menerima berbagai keluhan, kritik, saran, dan lainnya melalui surat (pos) yang dapat dikirim melalui P.O. BOX 9559. Perseroan sebisa mungkin memberikan respons bagi pelanggan yang telah mengirim keluhan, kritik dan saran mereka tersebut sebagai bentuk komitmen keterbukaan Perseroan demi kenyamanan dan kesetiaan pelanggan pada Perseroan. / Even though a platform has been provided in electronic and digital form, PT Kereta Commuter Indonesia also accepts various complaints, criticisms, suggestions, and others by letter (post) which can be sent via PO BOX 9559. The Company as much as possible provides responses to customers who have sent their complaints, criticisms and suggestions as form of the Company's commitment to openness for the convenience and loyalty of customers to the Company.



LO-BALAPAN



Tanggung Jawab Sosial dan Lingkungan

Corporate Social and Environmental Responsibility

07

Secara umum, program-program tanggung jawab sosial dan lingkungan yang dilakukan Perusahaan ditujukan untuk membangun hubungan yang harmonis dengan komunitas di sekitar wilayah operasional bisnis KAI Commuter

In general, the Company's social and environmental responsibility programs are aimed at building a harmonious relationship with the community around KAI Commuter's business operations area.





Perusahaan memiliki misi untuk menjadi penyelenggara jasa angkutan kereta komuter yang mengutamakan keselamatan, pelayanan, kenyamanan dan ketepatan waktu serta berwawasan lingkungan. Untuk itu, Perusahaan senantiasa memastikan bahwa kegiatan usahanya senantiasa berpegang teguh kepada prinsip-prinsip bisnis berkelanjutan. Berdasarkan dari pemahaman tersebut, Perusahaan memandang Tanggung Jawab Sosial dan Lingkungan (TJSL) sebagai wujud kepedulian terhadap lingkungan hidup, penghormatan terhadap hak asasi manusia, kewajiban untuk menyediakan tempat yang nyaman dan hubungan kerja yang baik dengan karyawan, mengutamakan terjaganya kesehatan dan keselamatan kerja, dan ikut serta mengembangkan ekonomi dan komunitas lokal.

The Company has a mission to become a commuter train service provider that prioritizes safety, service, comfort, and punctuality and is environmentally friendly. To that end, the Company always ensures that its business activities adhere to sustainable business principles. Based on this understanding, the Company views Social and Environmental Responsibility (TJSL) as a form of concern for the environment, respect for human rights, the obligation to provide a comfortable place and good working relationships with employees, prioritizing maintaining occupational health and safety, and participate in developing the local economy and community.

“

Penerapan TJSL di Perusahaan dilakukan berdasarkan RKAP tahun berjalan yang sejalan dengan RJPP dan program-program pada Induk Perseroan yaitu PT KAI.

The implementation of TJSL in the Company is carried out based on the RKAP for the year which is in line with the RJPP and the programs of the Parent Company, namely PT KAI.

Penerapan dan pelaksanaan Tanggung Jawab Sosial Perusahaan berpedoman pada Peraturan Menteri BUMN No: PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara dengan 4 pilar berikut:

1. Pilar Sosial
2. Pilar Ekonomi
3. Pilar Lingkungan
4. Pilar Hukum dan Tata Kelola

Perusahaan melaksanakan kegiatan Tanggung Jawab Sosial dan Lingkungan di beberapa bidang, seperti pendidikan, sosial, dan keagamaan. Penerapan TJSL di Perusahaan dilakukan berdasarkan RKAP tahun berjalan yang sejalan dengan RJPP dan program-program pada Induk Perseroan yaitu PT KAI.

DANA KEGIATAN TJSL

KAI Commuter selalu berupaya untuk memastikan kelancaran realisasi program TJSL serta pencapaian targetnya, yakni dengan mengatur alokasi dana atau anggaran khusus untuk kegiatan TJSL. Secara lebih terperinci, total dana yang digunakan untuk kegiatan TJSL selama tahun 2021 adalah sebesar Rp1.226.043.330 dengan rincian sebagai berikut:

Implementation and application of Corporate Social Responsibility refers to the Regulation of the Minister of SOE No. PER-05/MBU/04/2021 concerning Social and Environmental Responsibility program of State-Owned Enterprises with the following 4 pillars:

1. Social Pillar
2. Economic Pillar
3. Environmental Pillar
4. Legal and Governance Pillar

The Company carries out Social and Environmental Responsibility activities in several fields, such as education, social, and religious. Implementation of TJSL in the Company is carried out based on the current year's RKAP in line with the RJPP and programs at the Parent Company, namely PT KAI.

TJSL ACTIVITY FUND

KAI Commuter always strives to ensure the smooth realization of the TJSL program and the achievement of its targets, namely by arranging the allocation of funds or special budgets for TJSL activities. The total funds used for TJSL activities during 2021 was a total of Rp1,226,043,330 with the following details:

Bidang / Field	Biaya yang Dikeluarkan / Cost Incurred
Pendidikan dan Budaya / Education and Culture	162.700.330
Sosial dan Lingkungan / Social and Environment	596.722.000
Keagamaan / Religious Affairs	78.050.000
Penanganan Covid-19 / Covid-19 Handling	388.571.000

LANDASAN PENERAPAN DAN LINGKUP TJSL

Pelaksanaan TJSL Perusahaan pada dasarnya melibatkan interaksi antara pemangku kepentingan dengan setiap aspek operasional Perusahaan. Dalam pelaksanaannya, terdapat berbagai pemangku kepentingan yang terlibat, baik internal maupun eksternal, mulai dari pegawai, komunitas pengguna kereta *commuter*, hingga masyarakat umum. Perusahaan melibatkan para pemangku kepentingan sebagai wujud keinginan Perseroan untuk terus tumbuh bersama seluruh pemangku kepentingan. Hal tersebut juga sebagaimana ditetapkan dalam RKAP 2021 dan sesuai dengan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas yang menyatakan bahwa setiap Perusahaan memiliki tanggung jawab untuk menciptakan hubungan yang serasi, seimbang dan sesuai dengan lingkungan, nilai, norma dan budaya masyarakat setempat.

Secara umum, program-program tanggung jawab sosial dan lingkungan yang dilakukan Perusahaan ditujukan untuk membangun hubungan yang harmonis dengan komunitas di sekitar wilayah operasional bisnis KAI Commuter. Penyusunan berbagai strategi, pendekatan, desain program, serta *monitoring* dan evaluasi pelaksanaan TJSL KCI mengacu pada ISO 26000 sebagai panduan pelaksanaan program, dengan harapan pelaksanaan Program TJSL Perusahaan yang lebih terukur, berdampak dan berkelanjutan.

1. Memberikan kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi perusahaan.

BASIS OF IMPLEMENTATION AND SCOPE OF TJSL

The implementation of the Company's TJSL basically involves interaction between stakeholders and every aspect of the Company's operations. In its implementation, there are various stakeholders involved, both internal and external, ranging from employees, commuter train passengers, to the general public. The Company involves stakeholders as a manifestation of the Company's commitment to continue to grow with all stakeholders. This is also as stipulated in the 2021 RKAP and in accordance with Law No. 40 of 2007 concerning Limited Liability Companies which states that every company has a responsibility to create a harmonious, balanced and appropriate relationship with the environment, values, norms and culture of the local community.

In general, the Company's social and environmental responsibility programs are aimed at building a harmonious relationship with the community around KAI Commuter's business operations area. The preparation of various strategies, approaches, program designs, as well as monitoring and evaluation of KCI's TJSL implementation refers to ISO 26000 which serves as guidelines for the program implementation with the expectation that the Company's TJSL Program to be more measured, impactful, and sustainable.

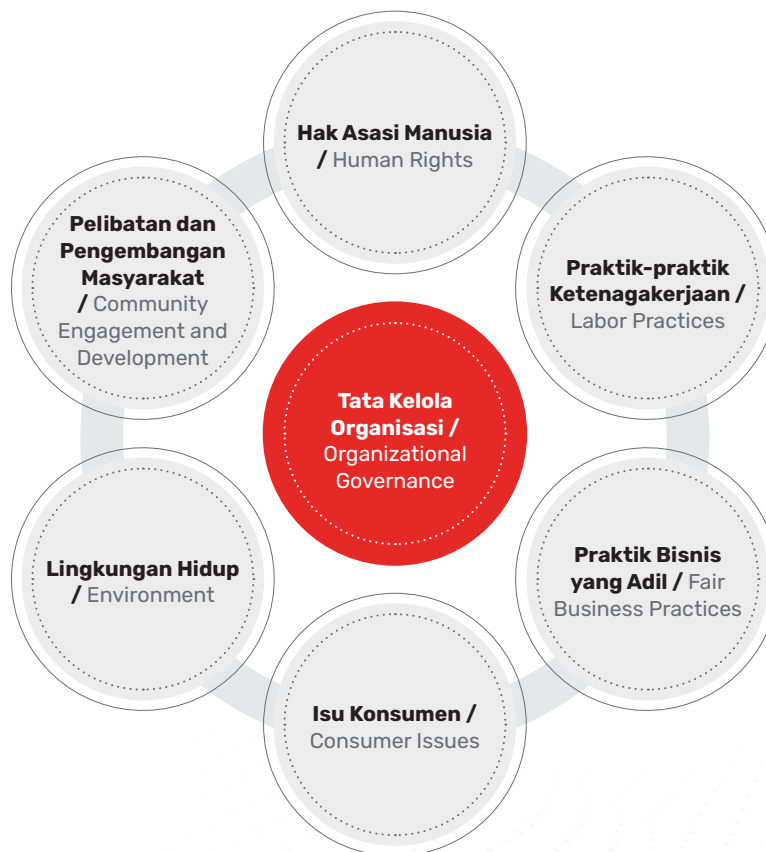
1. Providing benefits to the economic, social, environmental, legal, and governance developments for the Company.

2. Berkontribusi pada penciptaan nilai tambah bagi perusahaan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel.
2. Contributing to the creation of added value for the Company with integrated, directed, measured of impacts, and accountable principles
3. Membina usaha mikro dan usaha kecil agar lebih tangguh dan mandiri serta masyarakat sekitar perusahaan.
3. Fostering of micro and small enterprises to be more independent and resilient as well as for the community around the Company.

Standar ISO 26000 tersebut memiliki 7 (tujuh) aspek dalam pengelolaannya di antara lain:

The ISO 26000 standards consist of 7 (seven) aspects, including:

7 Ruang Lingkup ISO 26000 7 Scopes of ISO 26000



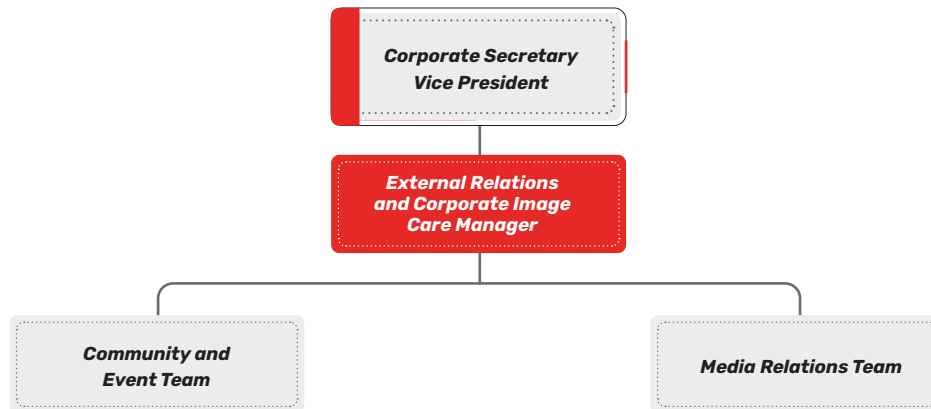
LINGKUP TJSL PERUSAHAAN

Penerapan TJSL di Perusahaan dilakukan berdasarkan RKAP tahun berjalan yang sejalan dengan RJPP dan program-program pada Induk Perseroan yaitu PT KAI. Secara umum lingkup tanggung jawab sosial dan lingkungan Perusahaan yakni pada *VP Corporate Secretary* di bawah pengawasan Direktur Utama.

TJSL SCOPE

The implementation of TJSL in the Company is carried out based on the RKAP for the year which is in line with the RJPP and the programs of the Parent Company, namely PT KAI. In general, the scope of the Company's social and environmental responsibilities is in the VP Corporate Secretary under the supervision of the President Director.

STRUKTUR PENGELOLA TJSL



TJSL MANAGEMENT STRUCTURE

VP Corporate Secretary mempunyai tugas pokok dan tanggung jawab untuk mengarahkan dan mengontrol:

1. Rencana program kerja dan anggaran;
2. Fungsi koordinasi dalam hal hubungan dengan Pemegang Saham Perusahaan, Dewan Komisaris, dan perangkat Dewan Komisaris;
3. Perencanaan, implementasi, dan evaluasi pengelolaan komunikasi eksternal sesuai dengan RJPP dan visi misi Perusahaan;
4. Perencanaan, implementasi, dan evaluasi pengelolaan *corporate branding*;
5. Proses kegiatan *corporate image care*;
6. Proses kegiatan sosialisasi dan edukasi kebijakan Perusahaan;
7. Proses komunikasi internal dalam rangka memberikan informasi kepada pihak internal Perusahaan dan *stakeholders*;
8. Proses pengelolaan desain dan *multimedia* Perusahaan;

VP Corporate Secretary has the main duties and responsibilities to direct and control the:

1. Work program plan and budget;
2. Coordination function in terms of relations with the Company's Shareholders, the Board of Commissioners, and the Board of Commissioners;
3. Planning, implementation, and evaluation of external communication management in accordance with the RJPP and the Company's vision and mission;
4. Planning, implementation, and evaluation of corporate branding management;
5. Process of corporate image care activities;
6. Process of socializing and educating the Company's policies;
7. Internal communication process in order to provide information to the Company's internal parties and stakeholders;
8. Company design and multimedia management process;

9. Penjaminan mutu yang sesuai dengan visi misi Perusahaan serta prinsip-prinsip *Good Corporate Governance* (GCG);
10. Pengelolaan kerumahtanggaan yang sesuai dengan RKA serta prinsip-prinsip GCG;
11. Koordinasi dalam hal pelaksanaan dan implementasi sistem ISO Perusahaan;
12. Pengelolaan inventaris Perusahaan;
13. Pengelolaan keprotokoleran Perusahaan;
14. Pengelolaan dokumentasi Perusahaan;
15. Mengintegrasikan dan mengkoordinasikan seluruh organisasi yang menjadi tanggung jawabnya.

External Relations and Corporate Image Care Manager mempunyai tugas pokok dan tanggung jawab untuk mengontrol dan me-review:

1. Hubungan baik dengan kalangan pemerintahan, segenap pihak luar dan *stakeholders* lainnya serta memastikan terselenggaranya pelayanan umum dan kegiatan tanggung jawab sosial Perusahaan secara efektif dan tepat guna;
2. Perencanaan, implementasi, dan evaluasi RKA kegiatan *event*, sosialisasi dan edukasi Perusahaan, *sponsorship*, dan *corporate image care*;
3. Perencanaan, implementasi, dan evaluasi pengelolaan kegiatan bersama *stakeholders*;
4. Perencanaan, implementasi, dan evaluasi pengelolaan kegiatan media massa yang meliputi *press conference*, penyebaran berita, serta *media monitoring*;
5. Perencanaan, implementasi, dan evaluasi pengelolaan kegiatan *corporate branding* yang meliputi kegiatan *sponsorship* dan pameran, partisipasi *award*, serta *talkshow*;
6. Perencanaan, implementasi, dan evaluasi pengelolaan kegiatan *corporate image care* yang meliputi kegiatan santunan dan bina lingkungan;
7. Perencanaan, implementasi, dan evaluasi pengelolaan sosialisasi kebijakan dan peraturan Perusahaan dan edukasi cinta commuterline, edukasi pencegahan vandalisme, serta pengadaan perlengkapan edukasi;

9. Quality assurance in accordance with the Company's vision and mission and the principles of Good Corporate Governance (GCG);
10. Household management in accordance with the RKA and GCG principles;
11. Coordination in terms of implementation and implementation of the Company's ISO system;
12. Company inventory management;
13. Company protocol management;
14. Company documentation management;
15. Integration and coordination of all organizations under its responsibility.

External Relations and Corporate Image Care Manager has the main duties and responsibilities to control and review the:

1. Good relations with the government, all external parties and other stakeholders as well as ensuring the implementation of public services and corporate social responsibility activities in an effective and efficient manner;
2. Planning, implementation, and evaluation the RKA for event activities, corporate socialization and education, sponsorship, and corporate image care;
3. Planning, implementation, and evaluation of the management of activities with stakeholders;
4. Planning, implementation, and evaluation of the management of mass media activities which include press conferences, news dissemination, and media monitoring;
5. Planning, implementation, and evaluation the management of corporate branding activities which include sponsorship and exhibition activities, award participation, and talk shows;
6. Planning, implementation, and evaluation of the management of corporate image care activities which include compensation and environmental development activities;
7. Planning, implementation, and evaluation of the management of socialization of Company policies and regulations and education on love of commuterline, education on prevention of vandalism, as well as procurement of educational equipment;

8. Perencanaan, implementasi, dan evaluasi pengelolaan informasi digital termasuk didalamnya pengelolaan *website* Perusahaan dan pengelolaan media sosial.

8. Planning, implementation, and evaluation of digital information management, including the management of the Company's website and the management of social media.

External Relations and Corporate Image Care Manager dibantu oleh 2 (dua) tim fungsional yaitu:

External Relations and Corporate Image Care Manager is assisted by 2 (two) functional teams, namely:

a. *Community and Event Team* yang bertanggung jawab untuk me-review dan memonitor:

a. Community and Event Team responsible for reviewing and monitoring the:

1. Perencanaan, implementasi, dan evaluasi usulan RKA;
2. Perencanaan, implementasi, dan evaluasi kegiatan *gathering* bersama komunitas dan *stakeholders*;
3. Perencanaan, implementasi, dan evaluasi kegiatan *sponsorship* dan pameran Perusahaan;
4. Perencanaan, implementasi, dan evaluasi kegiatan partisipasi *award*;
5. Perencanaan, implementasi, dan evaluasi kegiatan santunan Perusahaan;
6. Perencanaan, implementasi, dan evaluasi kegiatan bina lingkungan Perusahaan;
7. Perencanaan, implementasi, dan evaluasi kegiatan sosialisasi terkait peraturan dan kebijakan Perusahaan;
8. Perencanaan, implementasi, dan evaluasi kegiatan edukasi cinta commuteline;
9. Perencanaan, implementasi, dan evaluasi pengadaan perlengkapan kegiatan sosialisasi kebijakan Perusahaan dan edukasi cinta commuteline;
10. Kegiatan administrasi *Community and Event Team*.

1. Planning, implementation, and evaluation of the proposal of RKA;
2. Planning, implementation, and evaluation of gathering activities with the community and stakeholders;
3. Planning, implementation, and evaluation of the Company's sponsorship activities and exhibitions;
4. Planning, implementation, and evaluation of award participation activities;
5. Planning, implementation, and evaluation of the Company's compensation activities;
6. Planning, implementation, and evaluation of the Company's environmental development activities;
7. Planning, implementation, and evaluation of socialization activities related to Company regulations and policies;
8. Planning, implementation, and evaluation of commuteline care education activities;
9. Planning, implementation, and evaluation of the procurement of equipment for the socialization of Company policies and commuteline care education;
10. Community and Event Team administration activities.

b. *Media Relations Team* yang bertanggung jawab untuk me-review dan memonitor:

b. Media Relations Team responsible for reviewing and monitoring the:

1. Perencanaan, implementasi, dan evaluasi usulan RKA;
2. Perencanaan, implementasi, dan evaluasi kegiatan *gathering* bersama media massa sesuai peraturan yang berlaku;

1. Planning, implementation, and evaluation of the proposal of RKA;
2. Planning, implementation, and evaluation gathering activities with the mass media in accordance with applicable regulations;

3. Perencanaan, implementasi, dan evaluasi kegiatan *press conference* resmi Perusahaan;
4. Perencanaan, implementasi, dan evaluasi kegiatan penyebaran rilis media resmi Perusahaan;
5. Perencanaan, implementasi, dan evaluasi kegiatan *media monitoring*;
6. Perencanaan, implementasi, dan evaluasi kegiatan periklanan/*talkshow*/promosi di media massa;
7. Perencanaan, implementasi, dan evaluasi pengelolaan *website* Perusahaan dan pengelolaan media sosial;
8. Kegiatan administrasi *Media Relations Team*.

3. Planning, implementation, and evaluation of the Company's official press conference activities;
4. Planning, implementation, and evaluation of the Company's official media release dissemination activities;
5. Planning, implementation, and evaluation of media monitoring activities;
6. Planning, implementation, and evaluation of advertising/*talkshow*/promotional activities in the mass media;
7. Planning, implementation, and evaluation of the Company's website management and social media management;
8. Media Relations Team administration activities.

Profil VP Corporate Secretary

VP Corporate Secretary Profile



ERNI SYLVIANE PURBA

Corporate Secretary Vice President
Corporate Secretary Vice President

Kewarganegaraan / Citizenship	Indonesia
Usia/Tempat & Tanggal Lahir / Age/ Place & Date of Birth	37/Simalungun, 25 April 1984 / 37/Simalungun, April 25, 1984
Riwayat Pendidikan / Educational Background	S1 Teknik Informatika, Universitas Kristen Duta Wacana-2007 / Bachelors in Informatics, Universitas Kristen Duta Wacana - 2007
Dasar Hukum Penunjukan / Legal Basis of Appointment	Surat Keputusan Direksi PT Kereta Commuter Indonesia Nomor: SK-103/KCI/DIR-HRD/34/XI/2020 Tanggal 18 November 2020 / Decree of the Board of Directors of PT Kereta Commuter Indonesia No. SK-103/KCI/DIR-HRD/34/XI/2020 dated November 18, 2020
Pengalaman Kerja / Employment History	<ul style="list-style-type: none"> • Corporate Secretary Vice President (2020-sekarang / present) • Vice President Corporate Communication (2019-2020) • Manager Customer Relation and Digital Community (2017-2019)
Jabatan Rangkap / Concurrent Position	Tidak ada / None
Afiliasi / Affiliation	Tidak mempunyai afiliasi dengan Direksi, Dewan Komisaris, dan Pemegang Saham / Has no affiliation with the Board of Directors, Board of Commissioners, and Shareholders
Domisili / Domicile	Jakarta, Indonesia

METODE DAN LINGKUP *DUE DILIGENT* TERHADAP DAMPAK SOSIAL, EKONOMI, DAN LINGKUNGAN

KAI Commuter melaksanakan *due diligent* atas dampak dari kegiatan usahanya pada setiap tahunnya. Proses diawali dengan pemetaan potensi kejadian ataupun melalui usulan masyarakat yang diajukan kepada Perusahaan baik melalui Divisi *Corporate Secretary* maupun Departemen *External Relations and Corporate Image Care*. Perusahaan juga melakukan kerja sama dengan pihak ketiga dengan harapan bisa lebih detail dalam memenuhi kebutuhan dan harapan dari masyarakat.

Setelah dilakukan pemetaan maka tahap selanjutnya adalah menentukan prioritas dari pelaksanaan kegiatan TJSL yang akan dilakukan yang kemudian dilakukan sosialisasi serta pelaksanaan kegiatan yang melibatkan pihak-pihak terkait mulai dari Pegawai, mitra kerja, PT KAI, lembaga masyarakat sekitar dan aparat keamanan serta aparat pemerintahan setempat. Program TJSL ini diharapkan dapat menghasilkan sesuatu hal yang positif bagi Perusahaan dan kelangsungan bisnis operasional Perusahaan di masa yang akan datang.

METHOD AND SCOPE OF *DUE DILIGENCE* TO SOCIAL, ECONOMIC, AND ENVIRONMENTAL IMPACTS

KAI Commuter conducts *due diligence* on the impact of its business activities each year. The process begins with mapping potential incidents or through community proposals submitted to the Company through the Corporate Secretary or the Department of External Relation and Corporate Image Care. The Company also collaborate with third parties with the objective of meeting the needs and expectations of the public with more attention to detail.

After the mapping has been carried out, the next step is to determine the priority of the implementation of TJSL activities to be carried out which is then carried out with socialization and implementation of activities involving related parties ranging from employees, work partners, PT KAI, surrounding community institutions and security forces as well as local government officials. This TJSL program is expected to produce something positive for the Company and the continuity of the Company's operational business in the future.

Stakeholder	Kebutuhan / Needs	Harapan / Expectations
PT KAI	Sebagai penyedia ekosistem transportasi terbaik untuk Indonesia / As the best transportation ecosystem provider for Indonesia	Menghasilkan ekosistem transportasi yang menjadi pilihan masyarakat dan menghasilkan Dividen yang tinggi / Create a public-choice transportation ecosystem that generates high dividends
Pelanggan / Customers	Transportasi yang Aman, Nyaman, Murah dan Lancar / Safe, Convenient, Cheap and Smooth-running Transportation	Memiliki sistem transportasi yang andal, aman, nyaman dan tepat waktu / Be in possession of a reliable, safe, convenient and timely transportation system
Tenaga Kerja / Labor	Pemenuhan Hak tenaga kerja dan perhatian dalam karir / Fulfillment of labor rights and attention in career	Peningkatan kesejahteraan, Fasilitas dan Remunerasi pekerja / Improve employee welfare, facilities and remuneration
Pihak Ketiga / Third Parties	Menjadi mitra kerja yang andal dan terpercaya bagi KAI Commuter dalam mendukung operasional perseroan / Becoming a reliable and trusted partner for KAI Commuter in supporting the Company's operations	Pelaksanaan dan Pembayaran pengadaan Barang dan Jasa yang tepat waktu dan berkelanjutan / Implement procurement and its payment in a timely and sustainable manner

Stakeholder	Kebutuhan / Needs	Harapan / Expectations
Lingkungan / Environment	Transportasi yang ramah lingkungan / Eco-friendly transportation	Ikut serta dalam menjaga kelestarian lingkungan sekitar di seluruh wilayah usaha / Participate in preserving the surrounding environment in all business areas
Pemerintah / Government	Menyediakan alat transportasi yang memadai bagi masyarakat / Provide adequate means of transportation for the public	Sistem integrasi antar multi-moda / Multi-modal integration system
Masyarakat / Public	Mendukung tanggung jawab sosial yang tertuang dalam kebijakan yang dapat memberikan nilai dari manfaat sosial / Supports for social responsibility embodied in policies that can provide value from social benefits	Terciptanya hubungan harmonis yang mengedepankan prinsip norma dan etika / Create a harmonious relationship that puts forward the principles of norms and ethics
Media Massa / Mass Media	Memberikan informasi yang akurat, relevan, dan berimbang / Provision of accurate, relevant, and balanced information	Hubungan harmonis yang dapat mendukung terciptanya image Perseroan yang baik / Create a harmonious relationship that can support the creation of a good corporate image

STRATEGI PENERAPAN TJSL

Tanggung jawab sosial dan lingkungan Perusahaan ditetapkan dengan mempertimbangkan dua hal yakni:

- Analisis atas sejumlah gangguan operasional/ eksternalitas yang terjadi dalam bisnis KAI Commuter. Hasilnya, terdapat gangguan yang berasal dari faktor internal maupun eksternal. Gangguan dari faktor eksternal inilah yang berusaha ditanggulangi melalui program-program berdimensi sosial, karena gangguan yang ada sifatnya lebih kepada masalah sosial bukan teknis.
- Nilai Perusahaan untuk selalu meningkatkan pelayanan kepada penggunanya. Dengan nilai ini, KAI Commuter senantiasa memperbaiki layanannya, meskipun telah ada aturan dalam Standar Pelayanan Minimum. Dari layanan yang lebih baik dan disukai pelanggan, maka keberlanjutan bisnis Perusahaan akan semakin terjamin.

Dengan mempertimbangkan kedua hal tersebut, kebijakan tanggung jawab sosial dan lingkungan Perusahaan oleh manajemen kemudian ditetapkan untuk dijalankan *Corporate Secretary Division*.

TJSL IMPLEMENTATION STRATEGY

Corporate social and environmental responsibility is implemented in consideration of two matters, namely:

- Analysis on a number operational/external errors occurred in KAI Commuter's business. From the result of the analysis, disturbances from internal and external factors are identified. The disturbance from external factors is what we are trying to overcome through social programs as it is more of a social problem than a technical one.
- Corporate values to always improve service to its users. With this value, KAI Commuter continues to improve its services, that provides more excellent service than the regulations in the Minimum Service Standards. From better service and preferred by customers, the sustainability of the Company's business will be guaranteed.

In consideration of those two matters, the policy on corporate social and environmental responsibility is stipulated to be implemented by the Corporate Secretary Division.

ISU PENTING SOSIAL, EKONOMI, DAN LINGKUNGAN

Perusahaan selalu melakukan pengamatan terhadap isu-isu yang beredar yang akan berdampak baik langsung maupun tidak langsung terhadap operasional bisnis Perusahaan. Isu-isu yang terkait dengan pengembangan TJSL sebagai berikut:

1. Isu Sosial Ekonomi
 - a. Masih banyaknya penduduk Indonesia yang hidup dalam kemiskinan.
 - b. Masih tingginya angka pengangguran di Indonesia.
 - c. Harga-harga bahan pokok yang terus meningkat ditambah dengan rendahnya daya beli masyarakat.
 - d. Menurunnya jiwa sosial, rasa kebersamaan dan kegotongroyongan masyarakat Indonesia.
2. Isu Lingkungan
 - a. Kondisi lingkungan di sekitar wilayah usaha Perseroan yang masih memprihatinkan.
 - b. Kurangnya kesadaran masyarakat akan kebersihan dan keindahan lingkungan.
 - c. Pembuangan limbah rumah tangga dan sampah secara sembarangan yang dapat mengakibatkan pencemaran dan banjir.
 - d. Banyaknya pemanfaatan dan perubahan lahan di sekitar rel yang dapat menyebabkan longsor.
3. Isu Konsumen
 - a. Banyaknya konsumen yang semakin kritis dengan kualitas produk dan layanan.
 - b. Mudah lunturnya kepercayaan dan loyalitas konsumen terhadap sebuah produk.

IMPORTANT SOCIAL, ECONOMIC, AND ENVIRONMENTAL ISSUES

The Company always observes outstanding issues with possible direct or indirect impact on the Company's business operations. Issues related to TJSL development are as follows:

1. Socio-Economic Issues
 - a. High number of poverty in Indonesia
 - b. High number of unemployment in Indonesia
 - c. Increase in prices of basic food items and low buying power of the public
 - d. Decrease in social care for each other, togetherness, and the spirit of gotong royong of the Indonesian people.
2. Environmental Issues
 - a. Lack of care for the environment surrounding the Company's operational area
 - b. Lack of awareness of the public for environmental care
 - c. Indiscriminate disposal of household waste and garbage which can lead to pollution and flooding.
 - d. Concerning number of uses and changes in land around the rail that can cause landslides.
3. Consumer Issues
 - a. Consumers are more critical with the quality of products and services
 - b. Consumer loyalty on a product is easier to lose

Program Kerja Perusahaan dalam Menangani Isu-Isu Tersebut

Work Programs in Handling the Issues

Sosial / Social	Ekonomi / Economy	Lingkungan / Environment	Konsumen / Consumer
Melaksanakan kegiatan CSR sesuai dengan program yang ditetapkan dalam RKAP 2021 / Implementing CSR activities in accordance with the 2021 RKAP	Tertib dalam pembayaran kewajiban / Paying taxes in an orderly manner	Melakukan penghematan dalam bidang energy, dan pengaturan terkait pengelolaan limbah dari kegiatan operasional / Implementing savings of energy and managing waste generated from operational activities	Meningkatkan pelayanan yang diberikan kepada pelanggan / Improving service to customers
Pemenuhan Regulasi / Complying with the Laws and Regulations	Melakukan kegiatan operasional sesuai dengan standar pelayanan yang telah ditetapkan oleh Kementerian Perhubungan dan PT Kereta Api Indonesia / Carrying out operational activities in accordance with service standards set by the Ministry of Transportation and PT Kereta Api Indonesia	Melakukan pemenuhan regulasi pada bidang lingkungan / Complying with environmental regulations	Menciptakan sistem pembayaran, sistem integrasi multi-moda serta sistem informasi untuk memudahkan konsumen / Creating payment systems, multi-modal integration systems and information systems to make it easier for consumers
Melakukan penerapan K3 sesuai dengan aturan SMK3 dan ISO 45001 / Implementing OHS in accordance with the regulations in the OHSMS and ISO 45001	Melakukan kegiatan pengembangan usaha Perseroan sesuai dengan RKAP tahun berjalan, RJPP Perseroan yang sejalan dengan RKAP dan RJPP KAI serta Peraturan yang ditetapkan oleh Pemerintah / Carrying out the Company's business development activities in accordance with the current year's RKAP, the Company's RJPP in line with the KAI's RKAP and RJPP as well as regulations stipulated by the Government	Melakukan penerapan Sistem Manajemen Lingkungan / Implementing the Environmental Management System	Melakukan Penerapan Sistem Manajemen Mutu sesuai dengan standarisasi mutu yang berlaku / Implementing the Quality Management System in accordance with applicable quality standards

“

KAI Commuter juga memberlakukan Konsep Green Station dengan pengelolaan sampah yang dihasilkan di stasiun serta menggunakan pasokan listrik dari teknologi energi sinar matahari.

KAI Commuter also implements the Green Station concept by carrying out management of waste generated in the station and utilizing solar-powered electricity.



TANGGUNG JAWAB PERUSAHAAN DALAM BIDANG LINGKUNGAN HIDUP

Kebijakan Pengelolaan dan Pemeliharaan Lingkungan

Bagi Perusahaan, penerapan komitmen tinggi untuk terus menjalankan kewajiban lingkungan agar mencegah atau meminimalkan dampak yang ditimbulkan kegiatan bisnisnya terhadap lingkungan harus dilakukan sesuai ketentuan yang telah ditentukan. Oleh karena itu, KAI Commuter terus berupaya untuk meminimalisir dampak limbah yang ada di wilayah-wilayah operasional Perseroan, baik di Stasiun, Dipo Kereta, maupun Kantor Pusat. Selain itu juga, KCI melakukan upaya inisiatif dalam penghematan energi dalam seluruh aktivitas operasional dan bisnis, baik efisiensi energi listrik, air, dan sumber daya lainnya.

Konsep *Green Economy* yang diterapkan Perusahaan serta menjadikan aspek *People, Planet, dan Profit* sebagai tiga fokus utama menjadi landasan Perseroan dalam menyusun *Green Strategy*. Upaya tersebut dilakukan oleh Perusahaan untuk mencapai target perusahaan melalui kegiatan operasional berwawasan lingkungan yang bertujuan untuk menurunkan tingkat emisi dan limbah serta menghemat penggunaan energi serta sumber daya alam lainnya.

CORPORATE RESPONSIBILITY ON ENVIRONMENT

Environmental Management and Maintenance Policy

For the Company, the implementation of a strong commitment towards environmental obligations must be carried out in order to prevent or minimize the impact of its business activities on the environment in accordance with the laws and regulations. Therefore, KAI Commuter continues to strive to minimize the impact of waste in the Company's operational areas, both at the Station, Train Depot, and Head Office. In addition, KCI takes initiatives in energy savings in all operational and business activities, both in terms of energy efficiency in electricity, water, and other resources.

Green Economy Concept implemented by the Company and make the aspects of *People, Planet, and Profit* as the three main focuses to become the foundation of the Company in preparing the *Green Strategy*. The effort was made by the Company to achieve the company's target through environmentally sound operational activities that aim to reduce emission and waste levels and save energy use and other natural resources.



Salah satunya, Perusahaan berkomitmen dengan melaksanakan kegiatan *Green Commuter*. Salah satunya dengan memberlakukan konsep *Green Office* di seluruh ruang kerja. KAI Commuter juga memberlakukan Konsep *Green Station* dengan pengelolaan sampah yang dihasilkan di stasiun serta menggunakan pasokan listrik dari teknologi energi sinar matahari.

Konservasi Energi Kantor

Dalam rangka mencapai penghematan sumber daya, Perusahaan melakukan berbagai upaya untuk memberikan dampak positif terhadap lingkungan hidup, yakni:

1. Menggunakan pasokan energi dari Teknologi energi sinar matahari.
2. Penggunaan sensor lampu di ruang rapat dan toilet.
3. Penggunaan lampu LED untuk perkantoran.

Adapun jumlah penggunaan listrik di area perkantoran Perseroan selama 3 tahun terakhir adalah sebagai berikut:

Tahun / Year	Penggunaan Listrik (watt) / Electricity Usage (watt)
2021	81.270
2020	78.022
2019	81.931

One of the Company's efforts in realizing this commitment is reflected in the Green Commuter activities which include the Green Office concept implementation in all office areas. KAI Commuter also implements the Green Station concept by carrying out management of waste generated in the station and utilizing solar-powered electricity.

Energy Conservation at the Office

In order to utilize the resources efficiently, the Company has taken various efforts to benefit the environment, namely:

1. Using solar-powered energy resource
2. Using sensors for lights in the meeting rooms and toilets.
3. Using LED lights for office areas

The total electricity usage in the Company's office area for the last 3 years is as follows:

TANGGUNG JAWAB PERUSAHAAN DALAM BIDANG PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN

KAI Commuter menempatkan masyarakat sebagai salah satu *stakeholders* utama dalam perkembangan Perusahaan. Seiring dengan semangat peningkatan kualitas layanan transportasi kepada masyarakat, Perusahaan terus menyelenggarakan berbagai aktivitas untuk berkontribusi langsung kepada masyarakat, khususnya di sekitar wilayah operasional bisnis Perusahaan.

Pelaksanaan TJSL di bidang pengembangan sosial kemasyarakatan diintegrasikan pada tujuan pembangunan berkelanjutan dan menargetkan dampak dan kebermanfaatan yang terasa bagi masyarakat sebagai berikut:

1. Meningkatkan pengetahuan masyarakat.
2. Membangun citra positif bagi Perseroan.
3. Menjaga dan meningkatkan kesadaran akan keselamatan perjalanan KRL.

Kegiatan TJSL di Bidang Pengembangan Sosial dan Kemasyarakatan

KAI Commuter menyadari pentingnya keterlibatan dan pengembangan masyarakat sekitar untuk mendukung keberlanjutan bisnis Perusahaan serta sebagai sarana untuk menanamkan kepercayaan dan menebar kebermanfaatan yang luas bagi pemangku kepentingan.

Berikut kegiatan yang dilakukan Perusahaan selama tahun 2021:

1. Melakukan sosialisasi dan edukasi bersama warga dan komunitas tentang keselamatan perjalanan commuteline.
2. Penyediaan perlengkapan protokol kesehatan kepada masyarakat.
3. Dukungan terlaksananya program vaksinasi Covid-19 kepada masyarakat.

CORPORATE RESPONSIBILITY ON SOCIAL AND COMMUNITY DEVELOPMENT

KAI Commuter places the community as one of the main stakeholders in the development of the Company. In line with the commitment in improving the quality of transportation services to the community, the Company continues to organize various activities to contribute directly to the community, especially in the surrounding area of the Company's business operations.

The implementation of TJSL on social community development is integrated into sustainable development goals and targets the impacts and benefits felt for the community as follows:

1. Increase public knowledge.
2. Build a positive image for the Company.
3. Maintain and raise awareness on safety while taking the KRL

TJSL Activities on Social and Community Development

KAI Commuter is aware on the importance of involvement and development of the surrounding community to support the sustainability of the Company's business as well as a means to instill trust and spread broad benefits to stakeholders.

The following are the activities carried out by the Company during 2021:

1. Dissemination and education with the public regarding safety at the commuteline.
2. Provision of health protocol equipment for the public.
3. Supports for the implementation of Covid-19 vaccination for the public.

TANGGUNG JAWAB PERUSAHAAN DALAM BIDANG KETENAGAKERJAAN, KESEHATAN, DAN KESELAMATAN KERJA (K3)

Aspek Sumber Daya Manusia (SDM) Perusahaan merupakan elemen utama yang dimaknai Perusahaan sebagai aset yang menggerakkan keberlangsungan usaha, sehingga perlu adanya tanggung jawab dalam memelihara produktivitas dan kesejahteraan seluruh pegawai. Perusahaan senantiasa memprioritaskan kesejahteraan pegawai melalui penerapan kebijakan dan prinsip Ketenagakerjaan, Keselamatan dan Kesehatan Kerja (K3) demi meraih produktivitas dan hasil kerja terbaik dari setiap pegawai.

Pada praktiknya, Perusahaan mengimbau agar seluruh insan KCI melaksanakan dan turut menyukseskan praktik K3 terbaik di seluruh lini pekerjaan, dengan target nihil kecelakaan, nihil penyakit akibat kerja, sehingga tercipta lingkungan kerja yang sehat, aman, dan nyaman di mana seluruh pegawai dapat bekerja secara optimal dan menghadirkan layanan jasa transportasi publik yang andal di wilayah pelayanan Perusahaan.

Kinerja K3 Tahun 2021

Uraian / Description	Jumlah / Total
Data Kecelakaan Kerja / Data on Work Accident	4
Frekuensi <i>Lost Time Injury Rate</i> / Lost Time Injury Rate Frequency	0,195
Total <i>Injury Rate</i>	0,195

KAI Commuter selalu berupaya untuk melaksanakan kegiatan operasional secara aman, nyaman, dan berwawasan lingkungan, dengan menerapkan standar tinggi terhadap aspek *Health, Safety, Security, and Environment* (HSSE).

Kegiatan TJSL di Bidang K3

Selama tahun 2021, pelaksanaan program K3 bertujuan untuk meningkatkan tingkat keselamatan dan Kesehatan serta peningkatan kualitas SDM untuk membangun

CORPORATE RESPONSIBILITIES ON EMPLOYMENT AND OCCUPATIONAL HEALTH AND SAFETY (OHS)

The Company's Human Capital (HC) is the main element that serves as an asset that enables the Company to carry out its business continuity, thus, the Company is also responsible in maintaining the productivity and welfare of all employees. The Company always prioritizes employee welfare through the implementation of policies and principles of Employment, Occupational Safety and Health (OHS) in order to achieve the best productivity and work results from each employee.

In practice, the Company encourages all KCI personnel to implement and participate in the success of best OHS practices in all lines of work, with a target of zero accidents, zero occupational diseases, so as to create a healthy, safe, and comfortable work environment where all employees can work optimally, and provide reliable public transportation services in the Company's service area.

OHS Performance in 2021

Uraian / Description	Jumlah / Total
Data Kecelakaan Kerja / Data on Work Accident	4
Frekuensi <i>Lost Time Injury Rate</i> / Lost Time Injury Rate Frequency	0,195
Total <i>Injury Rate</i>	0,195

KAI Commuter always strives to carry out operational activities in a safe, comfortable, and environmentally friendly manner, by applying high standards to aspects of Health, Safety, and Security, and Environment (HSSE).

TJSL Activities on OHS

During 2021, the implementation of the OHS program aims to increase the level of safety and health as well as improve the quality of human resources to build the

perkembangan bisnis Perusahaan lebih maju dalam rangka meraih momentum pemulihan ekonomi setelah pandemi Covid-19, kegiatan tersebut antara lain:

1. Sosialisasi Kebijakan Keselamatan
2. Sosialisasi Kebijakan Keamanan
3. Sosialisasi MSDS dan *Job Safety Analysis*
4. Sosialisasi Profil Risiko
5. Sosialisasi *Safety No Anjlok*
6. Sosialisasi SMK3KP
7. Sosialisasi ISO 45001:2018
8. Sosialisasi *Five Safety Golden Rules*
9. Sosialisasi *Safety Leadership*
10. Sosialisasi Audit Internal SMK3KP dan ISO 45001:2018
11. Sosialisasi *Work Permit*
12. Sosialisasi APAR dan APD

Company's business development more advanced in order to gain momentum for economic recovery after the Covid-19 pandemic, these activities include:

1. Dissemination of Safety Policy
2. Dissemination of Security Policy
3. Dissemination of MSDS and Job Safety Analysis
4. Dissemination of Risk Profile
5. Dissemination of Safety No Drops
6. Dissemination of SMK3KP
7. Dissemination of ISO 45001:2018
8. Dissemination of the Five Safety Golden Rules
9. Dissemination of Safety Leadership
10. Dissemination of SMK3KP Internal Audit and ISO 45001:2018
11. Dissemination of Work Permit
12. Dissemination of APAR and PPE

Penghargaan dan Sertifikasi di Bidang K3

Awards and Certifications on OHS



22 April 2021 • April 22, 2021

Sertifikat Penghargaan Sistem Manajemen Keselamatan dan Kesehatan Kerja dengan hasil capaian 85,54% dari Kementerian Ketenagakerjaan Republik Indonesia.

Award on Occupational Health and Safety Management System with an achievement of 85.64% from the Ministry of Manpower of the Republic of Indonesia.



10 Desember 2021 • December 10, 2021

Sertifikat ISO 45001:2018 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja dari Sucofindo.

ISO 45001:2018 Certificate on Occupational Health and Safety from Sucofindo.

TANGGUNG JAWAB PERUSAHAAN DALAM BIDANG HAK ASASI MANUSIA

Komitmen Perusahaan untuk menghargai hak asasi manusia secara mendasar serta sebagai upaya mendukung peningkatan kinerja karyawan untuk menjadi lebih baik, termasuk dalam mempertahankan loyalitas karyawan, salah satu aspek yang harus diperhatikan yakni untuk selalu menghormati dan menaati Hak Asasi Manusia (HAM). KAI Commuter tidak hanya fokus pada kesetaraan di lingkup Perusahaan, namun juga senantiasa melakukan kontribusi positif kepada masyarakat dan pemasok.

KAI Commuter berkomitmen untuk selalu menghormati dan menaati HAM yang diwujudkan dalam kebijakan-kebijakan yang dikeluarkan oleh Perseroan dan sesuai dengan prinsip-prinsip *Good Corporate Governance* (GCG) dalam berbagai kegiatan sebagai berikut:

CORPORATE RESPONSIBILITIES ON HUMAN RIGHTS

The Company's commitment to fundamentally respecting human rights is realized as an effort to support the improvement of employee performance, which include maintaining employee loyalty. Thus, the Company strives to always respect and comply to the Human Rights (HAM). KAI Commuter does not only focus on equality within the Company, but also always makes positive contributions to the community and suppliers.

KAI Commuter is committed to always respecting and complying with human rights which are embodied in the policies issued by the Company and in accordance with the principles of *Good Corporate Governance* (GCG) in various activities as follows:

Uraian / Description	Realisasi / Realization
Keadilan di Tempat Kerja / Fairness at Work	Perusahaan telah menetapkan kebijakan atau kegiatan-kegiatan untuk mewujudkan keadilan di tempat kerja antara lain dengan menerapkan prinsip-prinsip HAM, penerapan kode etik, melakukan pemberian kompensasi yang adil bagi seluruh pegawai, peningkatan tingkat kesehatan dan kesejahteraan pegawai dan berusaha untuk <i>zero accident</i> pada setiap kegiatan Perusahaan. / The Company has established policies or activities to achieve fairness in the workplace, among others by applying the principles of human rights, implementing the code of conduct, providing fair compensation for all employees, increasing the level of health and welfare of employees and striving for zero accidents in every activity of the Company.
Kesetaraan Untuk Semua Pegawai / Equality for All Employees	Perusahaan memiliki kebijakan untuk melakukan penerimaan, penilaian kerja, remunerasi, pengembangan karir dan melaksanakan tugasnya secara profesional tanpa membedakan suku, agama, ras, golongan, gender dan kondisi fisik. / The Company has a policy to carry out recruitment, job evaluation, remuneration, career development and their duties professionally regardless of ethnicity, religion, race, class, gender and physical condition.
Kesetaraan Gender / Gender Equality	Perusahaan menjunjung tinggi aspek kesetaraan dan persamaan kesempatan kerja kepada seluruh pegawai dengan memberikan kesempatan yang sama bagi pegawai baik laki-laki maupun perempuan untuk berkarya dan mengisi berbagai posisi di Perusahaan, mulai dari tahap rekrutmen pegawai hingga pengembangan karir. KAI Commuter menjamin tidak adanya diskriminasi berdasarkan suku, agama, ras, gender dan golongan dalam aspek remunerasi, kesempatan maupun jenjang karir. Penilaian kinerja sepenuhnya mempertimbangkan kinerja pegawai yang bersangkutan dan faktor-faktor yang relevan. / The Company upholds the aspect of equal employment opportunities for all employees by providing equal opportunities for both male and female employees to work and take various positions in the Company, starting from the employee recruitment stage to career development. KAI Commuter guarantees that there is no discrimination based on ethnicity, religion, race, gender and class in terms of remuneration, opportunities and career paths. Performance appraisal fully considers the performance of the employee concerned and the relevant factors.

Uraian / Description	Realisasi / Realization
Kesetaraan Gender Untuk Promosi / Gender Equality for Promotion	Jumlah pegawai yang dipromosikan tahun 2021 adalah 17 orang dengan komposisi 14 orang laki-laki dan 3 orang perempuan. / The number of employees promoted in 2021 was 17 employees with the composition of 14 male employees and 3 female employees.
Pencegahan Eksploitasi Anak dan Kerja Paksa / Prevention of Child Exploitation and Forced Labor	Sesuai dengan peraturan Perusahaan tentang kebijakan rekrutmen pegawai, Perusahaan mempunyai syarat usia minimum calon pegawai yaitu 18 tahun, hal ini sejalan dengan peraturan yang sudah dibuat oleh PT KAI. Perusahaan juga mengharuskan para mitra yang bekerja di lingkungan Perusahaan mempunyai aturan yang sama. Perusahaan juga telah mengatur kebijakan SDM dan waktu bekerja sesuai dengan konvensi <i>Internasional Labour Organization</i> (ILO). / In accordance with the Company's regulations regarding employee recruitment policies, the Company has a minimum age requirement for prospective employees, namely 18 years old, this is in line with the regulations that have been made by PT KAI. The Company also applies the same policy for its partners. In addition, the Company has also set HC policies and working hours in accordance with conventions of the International Labor Organization (ILO).
Kebebasan Berserikat / Freedom of Association	Perusahaan memberikan kebebasan sebesar-besarnya kepada Insan Perseroan untuk berserikat dan berkumpul dengan syarat sesuai dengan peraturan perundang-undangan yang berlaku dan tidak bertentangan dengan norma-norma yang ada. Perusahaan mempunyai Serikat Pekerja KAI Commuter untuk memberikan kritik dan saran terhadap Manajemen dan sebagai <i>partner</i> dalam mencapai target Perseroan. / The Company provides maximum freedom to the Company's Personnel to associate and assemble on conditions that are in accordance with the applicable laws and regulations and do not conflict with existing norms. The Company's KAI Commuter Labor Union was established to provide criticism and suggestions to the Management and as a partner in achieving the Company's targets.
Sosialisasi HAM / Dissemination of HAM	Perusahaan memberikan sosialisasi HAM kepada para pegawainya melalui sosialisasi kode etik dan peraturan Perusahaan yang dilaksanakan oleh <i>GRC and Compliance Department</i> . / The Company disseminates human rights to its employees through the dissemination of Code of Conduct and Company regulation which is implemented by the GRC and Compliance Department
Penghormatan Kepada Masyarakat / Respect to the Community	Perusahaan selalu menghormati masyarakat sekitar agar operasional bisnis Perusahaan dapat berjalan aman, lancar, dan terkendali. Perusahaan berhasil mempertahankan hubungan baik dengan masyarakat dan tidak ada kejadian yang signifikan berdampak pada operasional. / The Company always respects the surrounding community so that the Company's business operations can run safely, smoothly and under control. The company managed to maintain good relations with the community and there were no significant incidents that impacted operations.
Pemasok / Supplier	Perusahaan memberikan kebebasan kepada para pemasok untuk bisa melakukan kerja sama dengan Perusahaan sesuai dengan persyaratan yang telah ditetapkan. Perusahaan melakukan kerja sama dan pemilihan pemasok sesuai dengan prinsip GCG. / The Company gives freedom to suppliers to be able to cooperate with the Company in accordance with the requirements that have been set. The company cooperates and selects suppliers in accordance with GCG principles.

Berikut data kesetaraan Pegawai pada Perusahaan.

The following is the data on equality in the composition of the Company's employees.

Komposisi Pegawai Berdasarkan Jenis Kelamin

Employee Composition by Gender

Jenis Kelamin / Gender	2021		2020	
	Jumlah / Total	Komposisi / Composition	Jumlah / Total	Komposisi / Composition
Pria / Male	2.334	90,47%	2.320	90,41%
Wanita / Female	246	9,53%	246	9,59%
Jumlah / Total	2.580	100,00%	2.566	100,00%

Komposisi Pegawai Berdasarkan Penempatan Pegawai

Employee Composition by Work Placement

Penempatan / Placement	2021			2020		
	Pria / Male	Wanita / Female	Jumlah / Total	Pria / Male	Wanita / Female	Jumlah / Total
Direktorat Utama / Main Directorate	124	40	164	123	42	165
Direktorat Keuangan dan Administrasi / Directorate of Finance and Administration	88	92	180	90	92	182
Direktorat Teknik / Directorate of Engineering	654	13	667	662	12	674
Direktorat Operasi dan Pemasaran / Directorate of Operations and Marketing	1.459	101	1.560	1.437	100	1.537
Non-Direktorat / Non-Directorate	9	0	9	8	0	8
Jumlah / Total	2.334	246	2.580	2.320	246	2.566

Komposisi Pegawai Berdasarkan Jabatan

Employee Composition by Position

Jabatan / Position	2021			2020		
	Pria / Male	Wanita / Female	Jumlah / Total	Pria / Male	Wanita / Female	Jumlah / Total
Direksi / Board of Directors	4	0	4	3	1	4
Komisaris / Board of Commissioners	5	0	5	4	0	4
Perangkat Komisaris / Board of Commissioners Supports	4	0	4	4	0	4
Vice President	15	3	18	13	3	16
Manager	43	9	52	44	8	52
Junior Manager-Assisstant Manager	93	19	112	93	16	109

Jabatan / Position	2021			2020		
	Pria / Male	Wanita / Female	Jumlah / Total	Pria / Male	Wanita / Female	Jumlah / Total
Junior Supervisor-Senior Supervisor	315	66	381	315	69	384
Junior Staff, Staff, MPP, Probation	1.841	126	1.967	1.826	126	1.952
PKWT / Contract Employees	14	23	37	18	23	41
Jumlah / Total	2.334	246	2.580	2.320	246	2.566

TANGGUNG JAWAB PERUSAHAAN DALAM BIDANG KONSUMEN

Konsumen selaku salah satu pemangku kepentingan Perusahaan memiliki peran paling vital dalam menjamin keberlangsungan usaha jangka panjang. Dengan perannya yang sentral dalam menjamin pertumbuhan usaha Perusahaan, maka kepercayaan serta kepuasan konsumen merupakan elemen yang harus dikelola dengan baik. Untuk mengelola kepercayaan dan kepuasan penumpang tersebut, Perusahaan telah menerapkan berbagai program, mencakup penyediaan ragam produk dan layanan jasa transportasi yang sesuai dengan kebutuhan serta berkualitas, layanan pendukung yang juga beragam, kemudahan akses melalui penyediaan jaringan layanan konvensional maupun elektronik, layanan *real time online* disertai penyediaan layanan konsumen.

Beberapa kegiatan yang melibatkan para Konsumen Perusahaan adalah sebagai berikut:

1. FGD yang dilakukan setiap tahun dengan beberapa komunitas konsumen, diskusi melibatkan Manajemen KAI Commuter, interaksi dan tanya jawab dilakukan ataupun penjelasan kebijakan dari manajemen KAI Commuter kepada pengguna jasa dan layanan Perusahaan.
2. Survey kepuasan pelanggan yang dilakukan setiap tahun dengan menggunakan beberapa metode antara lain pengukuran indeks CSI, CDI, HFI dan lain-lain, dengan tujuan mengetahui ekspektasi dan persepsi pelanggan dan tentunya mengukur indeks kepuasan pelanggan.

CORPORATE RESPONSIBILITY ON CONSUMERS

Consumers as one of the Company's stakeholders have the most vital role in ensuring long-term business continuity. With its central role in ensuring the growth of the Company's business, customer trust and satisfaction are elements that must be managed properly. To manage the trust and satisfaction of the customers, the Company has implemented various programs, including the provision of various quality transportation products and services to meet customer needs, various support services, easy access through the provision of conventional and electronic service networks, online real time services followed by the provision of consumer services.

Some of the activities that involve the Company's Consumers are as follows:

1. Annual FGDs several passenger communities, discussions involving the Management of KAI Commuter in which interactions and questions and answers sessions are carried out or explanations of policies from KAI Commuter management to users of the Company's services and services.
2. Annual survey by implementing several methods, including the measurement of the CSI index, CDI, HFI etc., with the aim of knowing customer expectations and perceptions while also measuring the customer satisfaction index.

Hasil survei kepuasan pelanggan di tahun 2021 adalah sebagai berikut:

Customer Satisfaction Index (CSI)

Tahun / Year	Hasil CSI / CSI Result
2021	90,94%
2020	88,9%

Dari hasil survey tersebut dapat diketahui bahwa nilai Indeks Kepuasan Konsumen atau *Customer Satisfaction Index* dari atribut-atribut pelayanan pada Perusahaan tahun 2021 mendapatkan nilai indeks sebesar 90,94. Nilai indeks kepuasan berada pada rentang skala 81 sampai 100 yang berarti bahwa pelanggan telah merasa "Sangat Puas" terhadap keseluruhan kinerja pelayanan Perusahaan. dapat dinyatakan bahwa Perusahaan memberikan pelayanan yang berkualitas dan berorientasi pada harapan dan kepuasan pelanggan.

Customer Satisfaction Index (CSI) Berdasarkan Waktu

Waktu / Time	Hasil CSI / CSI Result
<i>Weekdays</i>	91,23%
<i>Weekend</i>	90,66%

Dari survei *Customer Satisfaction Index Weekday* dan *Customer Satisfaction Index Weekend* yang ditampilkan, dapat diketahui bahwa tingkat kepuasan pelanggan yang menggunakan pelayanan pada pelayanan di waktu *weekdays* mendapatkan nilai kepuasan lebih tinggi daripada pelanggan yang menggunakan pelayanan di waktu *weekend*.

Customer Satisfaction Index (CSI) Berdasarkan Lintasan

Lintasan / Track	Hasil CSI / CSI Result
Bogor – Jakarta Kota	92,55%
Bogor – Jatinegara	87,48%
Bekasi – Jakarta Kota	92,04%
Maja – Tanah Abang	95,32%
Tangerang – Duri	89,15%

The results of the customer satisfaction survey in 2021 are as follows:

Customer Satisfaction Index (CSI)

From the survey results, it can be seen that the value of the Consumer Satisfaction Index or the Customer Satisfaction Index of service attributes at the Company in 2021 achieved an index value of 90.94. The satisfaction index value is on a scale of 81 to 100 which means that customers feels "Very Satisfied" with the overall service performance of the Company. It can be stated that the Company provides quality services and is oriented towards customer expectations and satisfaction.

Customer Satisfaction Index (CSI) by Time

From the Customer Satisfaction Index Weekday and Customer Satisfaction Index Weekend surveys presented, it can be seen that the level of satisfaction of customers who use services on weekdays receives a higher satisfaction scores than customers who use services on weekends.

Customer Satisfaction Index (CSI) by Track

Lintasan Maja – Tanah Abang memiliki hasil kepuasan tertinggi dibandingkan lintasan lain, sedangkan lintasan Bogor – Jatinegara memiliki tingkat kepuasan yang paling rendah diantara lintasan lainnya.

The Maja – Tanah Abang track has the highest satisfaction results compared to other tracks, while the Bogor – Jatinegara track has the lowest level of satisfaction among other tracks.

Customer Delight Index dan Customer Repurchase Index

Customer Delight Index and Customer Repurchase Index

Uraian / Description	Hasil Survei / Survey Result
Customer Delight Index	86,60%
Customer Repurchase Index	85,67%

Customer Delight Index sebesar 86,60% berada pada range 81-100 yang berarti "Sangat Baik". Artinya pelanggan sangat puas dengan pelayanan yang diberikan dan dengan sukarela (*loyal*) bersedia untuk menyebarkan luaskan pengalaman positifnya. Sedangkan Customer Repurchase Index sebesar 85,67% berada pada range 81-100 yang berarti "Sangat Baik". Artinya pelanggan sangat puas dengan pelayanan yang diberikan dan akan menggunakan commuterline sebagai moda transportasi dimasa depan. Berdasarkan hasil Survei Kepuasan Pelanggan dengan nilai Customer Satisfaction Index (CSI) untuk secara keseluruhan adalah sebesar 90,94%, maka saran yang menjadi prioritas untuk dapat ditindaklanjuti oleh PT. Kereta Commuter Indonesia guna mempertahankan bahkan meningkatkan kepuasan pelanggan sebagai berikut:

Customer Delight Index of 86.60% is in the 81-100 range under the category "Very Good". This indicates that customers are very satisfied with the services provided and are voluntarily (*loyal*) willing to share their positive experiences. While the Customer Repurchase Index of 85.67% is in the range of 81-100 under the category "Very Good". This means that customers are very satisfied with the services provided and will use commuterline as a mode of transportation in the future. Based on the Customer Satisfaction Survey, the overall Customer Satisfaction Index (CSI) was obtained at 90.94% with the recommendations to be followed up by PT. Kereta Commuter Indonesia to maintain and even increase customer satisfaction as follows:

1. Layanan Informasi di dalam Kereta:
 - a. Diperlukan informasi stasiun yang akan disinggahi/dilewati secara berurutan.
 - b. Diperlukan informasi nama dan nomor petugas keamanan yang dapat dihubungi jika ada pertanyaan/pengaduan selama di dalam kereta.
2. Sarana dan Prasarana dalam Kereta
 - a. Diperlukan penambahan fasilitas pegangan bagi penumpang yang berdiri
 - b. Bila memungkinkan ditambahkan ketersediaan rak bagasi (yang berfungsi) di atas tempat duduk.
 - c. Perlu memperhatikan kadar gelap kaca.

1. Information Service on the Train:
 - a. Requirement of information on the station to be visited/passed sequentially.
 - b. Requirement of information on the name and number of the security officer who can be contacted if there are questions/complaints while on the train.
2. Facilities and Infrastructure in the Train
 - a. Requirement of additional handrail facilities for standing passengers
 - b. Addition of a (working) luggage rack above the seat if possible.
 - c. Requirement to pay attention to the visibility of glasses.

Pemenuhan Aspek Kesehatan dan Keselamatan Bagi Konsumen

Sebagai penyedia jasa transportasi publik, Perusahaan menempatkan aspek keselamatan penumpang sebagai salah satu Prosedur Tetap yang harus dijalankan. Beberapa aspek mendasar yang dilakukan dalam hal pemenuhan aspek kesehatan dan keselamatan pelanggan adalah:

- Kelengkapan peralatan P3K dan *emergency kit* di setiap stasiun dan kereta.
- Penanganan bila pelanggan sakit di kereta.
- Tersedianya ruang disabilitas bagi pelanggan disabilitas.
- Penyediaan ruang laktasi di stasiun kereta.
- Inisiatif pembagian masker dan *hand sanitizer* secara berkala.

Penanganan Keluhan Konsumen

Perusahaan selalu melakukan perbaikan dari waktu ke waktu dengan merujuk pada data yang digunakan salah satunya adalah penanganan keluhan konsumen. Penanganan keluhan konsumen dilakukan melalui unit Pelayanan dengan *Commuter Control Room* (CCR). Keluhan terdefinisi dengan baik sesuai dengan kategori dan subjeknya sehingga dapat dilaporkan setiap hari kepada unit-unit terkait dan dapat dijadikan acuan perbaikan pelayanan.

Perusahaan membuka berbagai saluran untuk para konsumen menyampaikan tentang keluhannya seperti:

- Instagram
- Facebook
- Twitter
- Email
- Form Keluhan Pelanggan
- *Call Center*
- *Petugas Passenger Service*

KAI Commuter melakukan kerja sama dengan PT KAI untuk pelayanan pelanggan dan terintegrasi dengan

Fulfillment of Health and Safety Aspects for Consumers

As a provider of public transportation services, the Company places the aspect of passenger safety as one of the Permanent Procedures that must be carried out. Some of the basic aspects carried out in terms of fulfilling customer health and safety aspects include:

- Completeness of first aid kits and emergency kits at every station and train.
- Proper handling for sick customer(s) on the train.
- Availability of disability rooms for disabled customers.
- Provision of lactation/nursery rooms at train stations.
- initiative to distribute masks and hand sanitizers on a regular basis.

Handling of Consumer Complaints

The Company always makes regular improvements by referring to a number of data, one of which is the handling of consumer complaints. Handling of consumer complaints is carried out through the Service unit with *Commuter Control Room* (CCR). Complaints are well defined according to the category and subject so that they can be reported daily to the related units and can be used as a reference for service improvement.

The Company opens various channels for consumers to submit their complaints, such as:

- Instagram
- Facebook
- Twitter
- E-mail
- Customer Complaint Form
- *Call Center*
- *Passenger Service Officer*

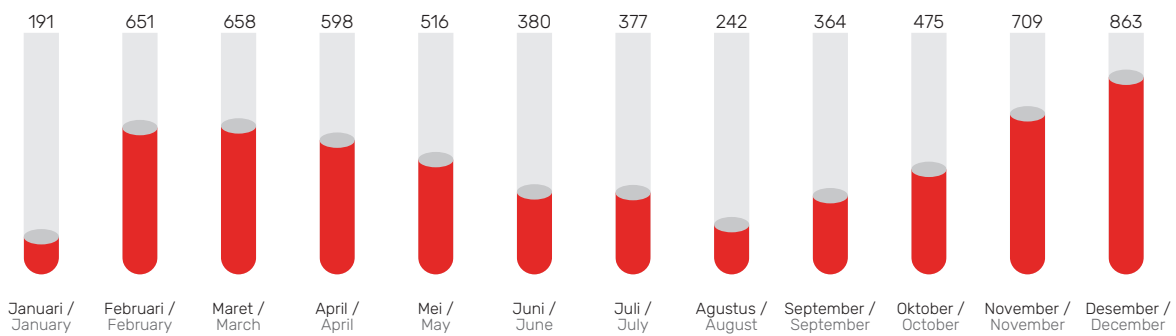
KAI Commuter cooperates with PT KAI for customer service and is integrated with the CRM (Customer

sistem CRM (*Customer Relationship Management*). Hal ini dilakukan agar dapat memudahkan dalam pemantauan dan penanganan keluhan tersebut.

Relationship Management) system in order to facilitate the monitoring and handling of complaints.

Data Keluhan Konsumen

Customer Complaint Data

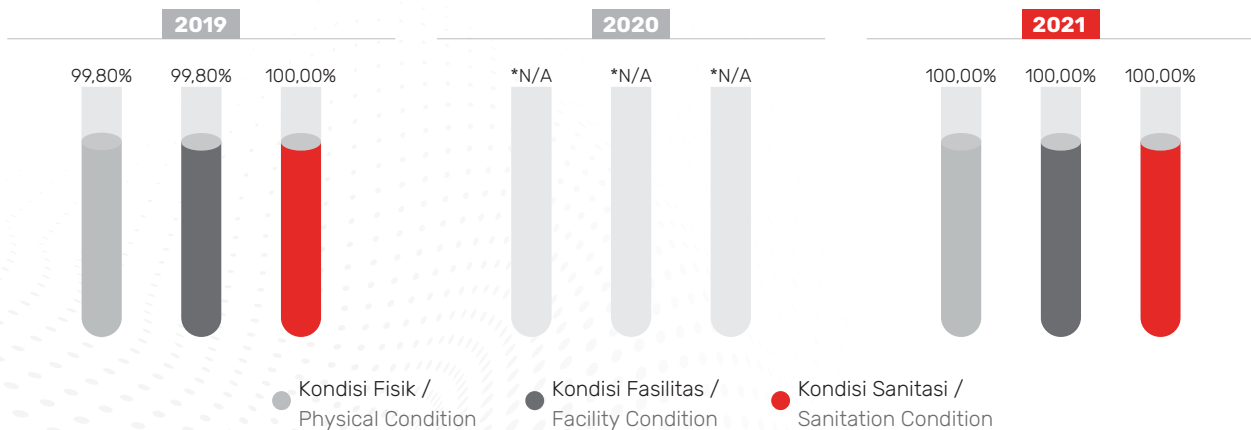


Standar Pelayanan

Pelaksanaan tanggung jawab kepada konsumen dilakukan berdasarkan Peraturan Menteri Perhubungan Nomor: PM.63 Tahun 2019 tentang Standar Pelayanan Minimum Angkutan Orang dengan Kereta Api dan berdasarkan Peraturan Direksi PT KAI Nomor: PER.U/KL.104/VI/1/KA-2019 tanggal 20 Juni 2019 tentang Pedoman Pelayanan Penumpang Di Atas Kereta Api. Berikut adalah hasil standar pelayanan yang dilakukan oleh Perusahaan:

Service Standard

The implementation of responsibility to consumers is carried out based on the Regulation of the Minister of Transportation Number: PM.63 of 2019 concerning Minimum Service Standards for the Transportation of People by Train and based on the Regulation of the Board of Directors of PT KAI Number: PER.U/KL.104/VI/1/KA-2019 dated 20 June 2019 regarding Guidelines for Passenger Service on Trains. The following are the results of service standards carried out by the Company:



*tahun 2020, tidak dilaksanakan cek fisik karena adanya pandemi Covid-19

TANGGUNG JAWAB PERUSAHAAN DALAM BIDANG OPERASI YANG ADIL

Operasi yang adil menegaskan pentingnya pengelolaan Perusahaan sesuai dengan etika bisnis dan etika usaha yang berlaku, yaitu melalui implementasi prinsip-prinsip *Good Corporate Governance* yang mencakup *Fairness, Independence, Transparency, Responsibility, Accountability*. Kegiatan yang dilakukan oleh Perusahaan secara umum berdasarkan peraturan *anti-fraud*, anti penyuapan, anti korupsi, kebebasan politik yang bertanggung jawab, kompetisi yang adil serta bertanggung jawab sosial. Perusahaan juga selalu terbuka terhadap aturan-aturan dan keterbukaan terhadap informasi publik sesuai dengan aturan yang telah ditetapkan.

Perencanaan dan Pelaksanaan Kegiatan

Dalam rangka mewujudkan kegiatan Perusahaan yang adil, Perusahaan membuat kebijakan-kebijakan baru dan merevisi kebijakan yang ada untuk menciptakan keadilan dalam kegiatan Perusahaan. Kebijakan-kebijakan tersebut juga dibuat untuk mencegah terjadinya pelanggaran yang melanggar kode etik Perusahaan. Perusahaan juga telah membangun saluran pelaporan pelanggaran (*Whistleblowing System*) agar adanya kejelasan dan transparansi dalam melakukan penindakan pelanggaran di lingkungan Perusahaan. Selama periode pelaporan, tidak ada insiden penyuapan dan korupsi yang terbukti dan terjadi di lingkungan Perusahaan.

Hal ini dilakukan sesuai dengan identitas Perusahaan dalam bentuk budaya Perusahaan AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif) serta program kerja Perusahaan tahun berjalan. Untuk mendukung kegiatan tersebut, Perusahaan melakukan sosialisasi baik melalui media sosial, *broadcast e-mail*, diseminasi sosialisasi budaya yang disediakan pada lokasi-lokasi strategis Perusahaan.

*In 2020, no physical check ups were carried out due to the Covid-19 pandemic

CORPORATE RESPONSIBILITIES ON FAIR OPERATIONS

Fair operations emphasize the importance of managing the Company in accordance with applicable business ethics and business ethics, namely through the implementation of the principles of Good Corporate Governance which includes Fairness, Independence, Transparency, Responsibility, and Accountability. In general, the activities carried out by the Company are based on anti-fraud, anti-bribery, anti-corruption regulations, responsible political freedom, fair competition and social responsibility. In addition, the Company is always open to its regulations and disclosure of public information in accordance with the prevailing laws and regulations.

Planning and Implementation of Activities

In order to realize fair Company activities, the Company issues new policies and amends existing policies to support fairness in all of the Company's activities. These policies are also made to prevent violations that violate the Company's code of conduct. The Company has also prepared a whistleblowing system to provide clarity and transparency in taking action against violations within the Company. During the reporting period, there were no proven incidents of bribery and corruption that occurred within the Company.

This commitment is carried out in accordance with the Company's identity in the form of AKHLAK corporate culture (Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative) as well as the Company's work program for the current year. To support these activities, the Company conducts dissemination through social media, e-mail broadcasts, and promotional media at strategic locations of the Company.

TANGGUNG JAWAB PERUSAHAAN DALAM BIDANG HUBUNGAN DENGAN PEMASOK

Komitmen TJSL kepada Pemasok

Pemasok, rekanan, dan/atau vendor merupakan pemangku kepentingan yang berkontribusi dalam menjamin ketersediaan rantai pasokan dan mendukung kelangsungan operasional Perseroan. Oleh karena itu, Perseroan berupaya mengupayakan bentuk tanggung jawab kepada pemasok melalui penerapan pengadaan barang dan jasa yang berprinsip keadilan, kejujuran, transparansi dan penerapan prinsip-prinsip GCG sehingga dapat tercipta hubungan yang sinergis antara Perseroan dan pemasok.

Perseroan telah menyusun Pedoman Pengadaan Barang dan Jasa dalam Peraturan Direksi Nomor: 019.5/PERDIR/AL.106/V/2021 tentang Perubahan Atas Peraturan Direksi Nomor: 006/PERDIR/AL.106/II/KCI/2021 tentang Petunjuk Pelaksanaan Barang dan/atau Jasa Dengan Metode Pengadaan Langsung dan Pembelian Langsung.

Kegiatan TJSL Perusahaan kepada Pemasok

Selama tahun 2021, kegiatan TJSL kepada pemasok yang dijalankan Perseroan, yakni dengan tetap berkomitmen terhadap penerapan GCG dibuktikan dengan diterbitkannya kebijakan sistem pengadaan yang transparan serta pemilihan pemasok yang sesuai dengan prinsip GCG dan peraturan yang berlaku.

CORPORATE RESPONSIBILITIES ON SUPPLIER RELATIONS

TJSL Commitment to Suppliers

Suppliers, partners, and/or vendors are stakeholders who contribute to ensuring the availability of the supply chain and support the continuity of the Company's operations. Therefore, the Company strives to seek a form of responsibility to suppliers through the implementation of the procurement of goods and services with principles of fairness, honesty, transparency and the application of GCG principles so as to create a synergistic relationship between the Company and suppliers.

The Company has compiled Guidelines for the Procurement of Goods and Services in the Regulation of the Board of Directors Number: 019.5/PERDIR/AL.106/V/2021 concerning Amendments to the Regulation of the Board of Directors Number: 006/PERDIR/AL.106/II/KCI/2021 concerning Instructions for the Implementation of Goods and/or Services, or Services through Direct Procurement and Direct Purchase Methods.

TJSL Activities on Suppliers

TJSL activities for suppliers carried out by the Company throughout 2021 include the upholding of the commitment to the implementation of GCG as evidenced by the issuance of a transparent procurement system policy and the selection of suppliers in accordance with GCG principles and applicable regulations.

SURAT PERNYATAAN DEWAN KOMISARIS DAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2021 PT KERETA COMMUTER INDONESIA

Board of Commissioners and Board of Directors Statement of Accountability
for 2021 Integrated Report of PT Kereta Commuter Indonesia

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Kereta Commuter Indonesia tahun 2021 telah dimuat secara lengkap dan kami bertanggung jawab penuh atas kebenaran isi Laporan Tahunan PT Kereta Commuter Indonesia. Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 2022

We, the signatories, hereby stated that all information contained in the 2021 Annual Report of PT Kereta Commuter Indonesia has been comprehensively presented and that we are fully accountable for the accuracy of the content of PT Kereta Commuter Indonesia Annual Report. This Statement is made truthfully.

Jakarta, 2022

DEWAN KOMISARIS BOARD OF COMMISSIONERS



DADAN RUDIANSYAH
PLT Komisaris Utama
Act. President Commissioner



EDY WIDYAYA
Komisaris
Commissioner

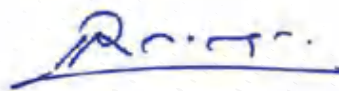


DANTO RESTYAWAN
Komisaris
Commissioner



JOHN ROBERTHO
Komisaris
Commissioner

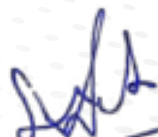
DIREKSI BOARD OF DIRECTORS



ROPPIQ LUTZFI AZHAR
PLT Direktur Utama
Act. President Director



WAWAN ARIYANTO
Direktur Operasi dan Pemasaran
Director of Operations and Marketing



DENNY HARYANTO
PLT Direktur Teknik
Act. Director of Technic



ADANG SUJANA
PLT Direktur Keuangan
Act. Director of Finance

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Commuter

PT KERETA COMMUTER INDONESIA

Laporan Keuangan
Untuk Tahun-tahun yang Berakhir pada
Tanggal 31 Desember 2021 dan 2020/

*Financial Statements
For the Years Ended
December 31, 2021 and 2020*

Daftar Isi	<u>Halaman/ Pages</u>	<i>Table of Contents</i>
Surat Pernyataan Direksi		<i>Directors' Statement Letter</i>
Laporan Auditor Independen		<i>Independent Auditor's Report</i>
Laporan Keuangan Untuk Tahun-tahun yang Berakhir pada Tanggal 31 Desember 2021 dan 2020		<i>Financial Statements For the Years Ended December 31, 2021 and 2020</i>
Laporan Posisi Keuangan	1	<i>Statements of Financial Position</i>
Laporan Laba Rugi dan Penghasilan Komprehensif Lain	3	<i>Statements of Profit or Loss and Other Comprehensive Income</i>
Laporan Perubahan Ekuitas	4	<i>Statements of Changes in Equity</i>
Laporan Arus Kas	5	<i>Statements of Cash Flows</i>
Catatan Atas Laporan Keuangan	6	<i>Notes to the Financial Statements</i>

**SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN
PADA TANGGAL 31 DESEMBER 2021 DAN 2020
SERTA UNTUK TAHUN-TAHUN YANG BERAKHIR
PADA TANGGAL TERSEBUT
PT KERETA COMMUTER INDONESIA**

**DIRECTORS' STATEMENT LETTER
REGARDING THE RESPONSIBILITY FOR
THE FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2021 AND 2020
AND FOR THE YEAR THEN ENDED
PT KERETA COMMUTER INDONESIA**

Kami yang bertanda tangan di bawah ini:

We the undersigned:

- | | | | | |
|---------------|---|---|---|---------------------|
| 1. Nama | : | Roppiq Lutzfi Azhar | : | Name |
| Alamat Kantor | : | Stasiun Juanda Jl. Ir H Juanda 1 Jakarta Pusat | : | Office address |
| Alamat Rumah | : | Jl. Kaliangga XII No.20 RT/RW. 007/001 Kel. Srandol
Wetan Kec. Banyumanik Semarang | : | Residential address |
| Telepon | : | (021) 3453535 | : | Telephone |
| Jabatan | : | Plt. Direktur Utama/Acting President Director | : | Title |
| 2. Nama | : | Adang Sujana | : | Name |
| Alamat Kantor | : | Stasiun Juanda Jl. Ir H Juanda 1 Jakarta Pusat | : | Office address |
| Alamat Rumah | : | Jl. Cibadak No. 26/8E RT/RW 004/001 Kel. Cibadak
Kec. Astana Anyar Kota Bandung | : | Residential address |
| Telepon | : | (021) 3453535 | : | Telephone |
| Jabatan | : | Plt. Direktur Keuangan & Administrasi/Acting
Finance & Administration Director | : | Title |

menyatakan bahwa:

declare that:

- | | |
|--|--|
| 1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan; | 1. We are responsible for the preparation and presentation of the financial statements; |
| 2. Laporan keuangan telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia; | 2. The financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards; |
| 3. a. Semua informasi dalam laporan keuangan telah dimuat secara lengkap dan benar; | 3. a. All information in the financial statements have been disclosed in a complete and truthful manner; |
| b. Laporan keuangan Perusahaan tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material; | b. The financial statements do not contain misleading material information or facts, and do not omit material information and facts; |
| 4. Kami bertanggung jawab atas sistem pengendalian internal dalam Perusahaan. | 4. We are responsible for the Company's internal control system. |

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement letter is made truthfully.

Atas nama dan mewakili Direksi/For end on behalf of the Board of Directors

Jakarta, 9 Februari 2022/February 9, 2022



Roppiq Lutzfi Azhar
Plt. Direktur Utama/
Acting President Director

Adang Sujana
Plt. Direktur Keuangan & Administrasi/Acting
Finance & Administration Director

Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Amir Abadi Jusuf, Aryantn, Mawar & Rekan
Registered Public Accountants

Nomor/Number : 00040/2.1030/AU.1/05/1154-1/1/II/2022

RSM Indonesia
Plaza ASIA, Level 10
Jl. Jend. Sudirman Kav. 59
Jakarta 12190 Indonesia

T +62 21 5140 1340
F +62 21 5140 1350

www.rsm.id

Laporan Auditor Independen/ Independent Auditor's Report

Pemegang Saham, Dewan Komisaris dan Direksi/
The Shareholders, Board of Commissioners, and Directors

PT Kereta Commuter Indonesia

Kami telah mengaudit laporan keuangan PT Kereta Commuter Indonesia terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2021, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

Tanggung jawab manajemen atas laporan keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Tanggung jawab auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan tersebut berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan tersebut bebas dari kesalahan penyajian material.

We have audited the accompanying financial statements of PT Kereta Commuter Indonesia, which comprise the statement of financial position as of December 31, 2021, and the statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on such financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether such financial statements are free from material misstatement.

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING

Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opini

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PT Kereta Commuter Indonesia tanggal 31 Desember 2021, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Hal-hal lain

Kami melakukan pengujian atas kepatuhan Perusahaan terhadap peraturan perundang-undangan tertentu dan pengendalian internal. Kepatuhan terhadap peraturan perundang-undangan tertentu dan pengendalian internal adalah tanggung jawab manajemen Perusahaan. Tanggung jawab kami terletak pada pernyataan kesimpulan atas kepatuhan terhadap peraturan perundang-undangan dan pengendalian internal berdasarkan audit kami. Pengujian atas kepatuhan terhadap peraturan perundang-undangan tertentu dan pengendalian internal tersebut kami laksanakan berdasarkan Standar Pemeriksaan Keuangan Negara yang diterbitkan Badan Pemeriksa Keuangan Republik Indonesia dan Standar Auditing yang ditetapkan oleh Institut Akuntan Publik Indonesia.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of PT Kereta Commuter Indonesia as of December 31, 2021, and its financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Other matters

We have tested on the Company's compliance with certain laws and regulations and internal controls. The compliance with certain laws and regulations and internal controls are the responsibility of the Company's management. Our responsibility is to express a conclusion on the Company's compliance with certain laws and regulations and internal controls based on our audit. Testing of the compliance with certain laws and regulations and internal controls that we performed were in accordance with State Financial Auditing Standards established by the Supreme Audit Board of the Republic of Indonesia and Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Amir Abadi Jusuf, Aryanto, Mawar & Rekan

Laporan kepatuhan terhadap peraturan perundang-undangan dan pengendalian internal disampaikan secara terpisah kepada manajemen, masing-masing dalam laporan kami No. R/017.AAT/dns/2022 dan No. R/018.AAT/dns/2022 tanggal 9 Februari 2022.

The reports of compliance to certain regulations and internal controls, are submitted to the management, separately in our reports No. R/017.AAT/dns/2022 and No. R/018.AAT/dns/2022 dated February 9, 2022, respectively.

Amir Abadi Jusuf, Aryanto, Mawar & Rekan



Dewi Novita Sari

Nomor Izin Akuntan Publik: AP.1154/
Public Accountant License Number: AP.1154

Jakarta, 9 Februari/February 9, 2022



PT KERETA COMMUTER INDONESIA
LAPORAN POSISI KEUANGAN
 Per 31 Desember 2021 dan 2020
 (Dalam Rupiah Penuh)

PT KERETA COMMUTER INDONESIA
STATEMENTS OF FINANCIAL POSITION
 As of December 31, 2021 and 2020
 (In Full Rupiah)

	<u>Catatan/ Notes</u>	<u>2021 Rp</u>	<u>2020 Rp</u>	
ASET				ASSETS
Aset Lancar				Current assets
Kas dan Setara Kas	5, 34	914,585,624,845	611,613,812,355	<i>Cash and Cash Equivalents</i>
Dana Dibatasi Penggunaannya	6, 34	148,085,350,342	124,272,213,100	<i>Restricted Fund</i>
Piutang Usaha - Neto				<i>Accounts Receivable - Net</i>
Pihak Berelasi	7, 34	171,257,012,833	61,684,684,020	<i>Related Parties</i>
Pihak Ketiga	7	63,140,014,857	8,395,023,690	<i>Third Parties</i>
Aset Keuangan Lancar Lainnya	8, 34	5,900,009,762	917,880,778	<i>Other Current Financial Asset</i>
Persediaan	9	128,381,216,366	115,798,641,945	<i>Inventories</i>
Uang Muka	10	443,379,587	200,842,377	<i>Advances</i>
Biaya Dibayar Dimuka	11	13,709,709,330	13,709,709,332	<i>Prepaid Expenses</i>
Pendapatan Masih Akan Diterima		13,190,487	13,190,487	<i>Accrued Income</i>
Jumlah Aset Lancar		<u>1,445,515,508,409</u>	<u>936,605,998,084</u>	Total Current Assets
Aset Tidak Lancar				Non-Current Assets
Aset Pajak Tangguhan	20.d	77,219,918,823	70,336,508,376	<i>Deferred Tax Assets</i>
Aset Tetap - Neto	12	724,871,372,577	770,923,250,300	<i>Fixed Assets - Net</i>
Aset Takberwujud - Neto	13	1,297,850,775	2,595,701,450	<i>Intangible Assets - Net</i>
Aset Hak Guna	14	1,064,804,518	1,664,228,090	<i>Right of Use Asset</i>
Investasi Jangka Panjang	15	54,853,000,000	53,080,000,000	<i>Long Term Investment</i>
Aset Lain-lain	16	5,000	400	<i>Other Assets</i>
Jumlah Aset Tidak Lancar		<u>859,306,951,693</u>	<u>898,599,688,616</u>	Total Non-Current Assets
JUMLAH ASET		<u>2,304,822,460,102</u>	<u>1,835,205,686,700</u>	TOTAL ASSETS

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes form an integral part of these financial statements as a whole

PT KERETA COMMUTER INDONESIA
LAPORAN POSISI KEUANGAN
(Lanjutan)
Per 31 Desember 2021 dan 2020
(Dalam Rupiah Penuh)

PT KERETA COMMUTER INDONESIA
STATEMENTS OF FINANCIAL POSITION
(Continued)
As of December 31, 2021 and 2020
(In Full Rupiah)

	Catatan/ Notes	2021 Rp	2020 Rp	
LIABILITAS DAN EKUITAS				LIABILITIES AND EQUITY
LIABILITAS				LIABILITIES
Liabilitas Jangka Pendek				Short Term Liabilities
Utang Usaha				Accounts Payable
Pihak Berelasi	17, 34	92,212,119,955	8,901,537,149	Related Parties
Pihak Ketiga	17	75,201,914,958	87,493,202,498	Third Parties
Liabilitas Keuangan				Other Short Term
Jangka Pendek Lainnya	18	5,160,597,766	7,091,470,533	Financial Liabilities
Utang Deviden	34	15,503,493,154	--	Dividend Payable
Beban Akrual	19	151,219,088,941	130,228,720,699	Accrued Expenses
Utang Pajak	20.a	91,999,368,048	12,609,694,120	Tax Payable
Pendapatan Diterima Dimuka	21	199,427,068,511	69,729,779,381	Unearned Revenue
Utang Bank Jangka Pendek	23, 34	--	100,000,000,000	Short Term Bank Loans
Liabilitas Jangka Panjang yang				Current Maturities
Jatuh Tempo dalam Satu Tahun				of Long-Term Debt
Utang Bank	22, 34	59,442,469,856	44,581,852,392	Bank Loan
Liabilitas Sewa	25	963,296,607	728,774,407	Lease Liability
Liabilitas Imbalan Kerja				Short Term Employee
Jangka Pendek	24	70,120,983,999	21,737,074,343	Benefit Liabilities
Jumlah Liabilitas Jangka Pendek		761,250,401,795	483,102,105,522	Total Short Term Liabilities
Liabilitas Jangka Panjang				Long Term Liabilities
Liabilitas Jangka Panjang				Long Term Debt
Setelah dikurangi yang Jatuh Tempo				net of Current Maturity
dalam Waktu Satu Tahun				Bank Loan
Utang Bank	22, 34	229,961,248,395	304,264,335,715	Lease Liability
Liabilitas Sewa	25	183,086,319	796,125,012	Long Term Employee
Liabilitas Imbalan Kerja				Benefits Liabilities
Jangka Panjang	26.a	15,767,393,402	17,590,288,893	Total Long Term Liabilities
Jumlah Liabilitas Jangka Panjang		245,911,728,116	322,650,749,620	TOTAL LIABILITIES
JUMLAH LIABILITAS		1,007,162,129,911	805,752,855,142	
EKUITAS				EQUITY
Modal Saham - Nilai Nominal				Capital Stock - Par Value of
Rp1.000.000 per saham				Rp1,000,000 per share
saham, nilai nominal				of 542,000 shares,
Modal Dasar				Authorized Capital
Rp542.000.000.000				Rp542,000,000,000 Shares
Modal Ditempatkan dan				Issued and Fully Paid
Disetor Penuh 230.500 saham	27	230,500,000,000	230,500,000,000	230,500 shares
Saldo Laba				Retained Earnings
Ditentukan Penggunaannya		781,053,496,000	718,904,710,402	Appropriated
Belum Ditentukan Penggunaannya		285,192,354,523	77,685,981,998	Unappropriated
Penghasilan Komprehensif Lainnya		914,479,668	2,362,139,158	Other Comprehensive Income
JUMLAH EKUITAS		1,297,660,330,191	1,029,452,831,558	TOTAL EQUITY
JUMLAH LIABILITAS DAN EKUITAS		2,304,822,460,102	1,835,205,686,700	TOTAL LIABILITIES AND EQUITY

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes form an integral part of these financial statements as a whole

**PT KERETA COMMUTER INDONESIA
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN**

Untuk Tahun-tahun yang Berakhir pada
Tanggal 31 Desember 2021 dan 2020
(Dalam Rupiah Penuh)

**PT KERETA COMMUTER INDONESIA
STATEMENTS OF PROFIT OR LOSS AND OTHER
COMPREHENSIVE INCOME**

For the Years Ended
December 31, 2021 and 2020
(In Full Rupiah)

	Catatan/ Notes	2021 Rp	2020*) Rp	
PENDAPATAN	29	2,398,801,622,407	1,886,624,486,020	REVENUES
BEBAN POKOK PENDAPATAN	30	(1,539,065,217,034)	(1,403,658,779,465)	COST OF REVENUES
LABA BRUTO		859,736,405,373	482,965,706,555	GROSS PROFIT
Beban Usaha	31	(460,826,324,209)	(387,508,282,643)	Operating Expenses
Pendapatan (Beban) Lain-lain	32	(19,347,549,485)	36,153,832,549	Other Income (Expense)
		<u>(480,173,873,694)</u>	<u>(351,354,450,094)</u>	
LABA USAHA		379,562,531,679	131,611,256,461	OPERATING INCOME
PENDAPATAN (BEBAN) LAIN-LAIN				OTHER INCOME (EXPENSE)
Pendapatan Bunga	33	10,646,230,693	7,194,748,990	Interest Income
Beban Keuangan	33	(23,778,283,144)	(24,011,396,587)	Interest Expenses
JUMLAH		(13,132,052,451)	(16,816,647,597)	TOTAL
LABA SEBELUM PAJAK		366,430,479,228	114,794,608,864	INCOME BEFORE TAX
BEBAN PAJAK	20.c, 20.d	(81,238,124,705)	(37,108,626,866)	TAX EXPENSE
LABA TAHUN BERJALAN		285,192,354,523	77,685,981,998	PROFIT FOR THE YEAR
PENGHASILAN KOMPREHENSIF LAIN				OTHER COMPREHENSIVE INCOME
Pos yang Tidak akan Direklasifikasi ke Laba Rugi				Item that Will Not be Reclassified to Profit or Loss
Pengukuran Kembali atas Program Imbalan Pasti	26	(1,879,015,143)	594,809,424	Remeasurement on Defined Benefit Plans
Pajak Penghasilan Terkait		431,355,653	(57,850,850)	Related Income Tax
		<u>(1,447,659,490)</u>	<u>536,958,574</u>	
Pos yang akan Direklasifikasi ke Laba Rugi		--	--	Item that May be Reclassified to Profit or Loss
Penghasilan Komprehensif Lain Tahun Berjalan Setelah Pajak		(1,447,659,490)	536,958,574	Other Comprehensive Income Current Year After Tax
JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN		283,744,695,033	78,222,940,572	TOTAL COMPREHENSIVE INCOME FOR THE YEAR

*) Telah direklasifikasi (Catatan 39)

*) Has been reclassified (Note 39)

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes form an integral part of these financial statements as a whole

**PT KERETA COMMUTER INDONESIA
LAPORAN PERUBAHAN EKUITAS**

Untuk Tahun-tahun yang Berakhir pada tanggal 31 Desember 2021 dan 2020
(Dalam Rupiah Penuh)

**PT KERETA COMMUTER INDONESIA
STATEMENTS OF CHANGES IN EQUITY**

For the Years Ended December 31, 2021 and 2020
(In Full Rupiah)

Catatan/	Modal Ditempatkan dan Disetor Penuh/ Issued and Fully Paid Capital Rp	Saldo Laba/ Retained Earnings		Penghasilan Komprehensif Lainnya/ Other Comprehensive Income	Total Equity Rp	
		Ditentukan Penggunaannya/ Appropriated Rp	Belum Ditentukan Penggunaannya/ Unappropriated Rp	Pengukuran Kembali Program Imbalan Pasti/ Remeasurement on Defined Benefits Plans Rp		
Saldo tanggal 31 Desember 2019	230,500,000,000	723,447,350,787	37,879,375,038	1,825,180,584	993,651,906,409	Balance of December 31, 2019
Dampak Penerapan Awal PSAK 71	--	(4,542,640,385)	--	--	(4,542,640,385)	Impact on Initial Implementation PSAK 71
Dividen	28	--	(37,879,375,038)	--	(37,879,375,038)	Dividend
Laba Tahun Berjalan	--	--	77,685,981,998	--	77,685,981,998	Profit for the Year
Penghasilan Komprehensif Lain Tahun Berjalan	--	--	--	536,958,574	536,958,574	Other Comprehensive Income for the Year
Saldo tanggal 31 Desember 2020	230,500,000,000	718,904,710,402	77,685,981,998	2,362,139,158	1,029,452,831,558	Balance of December 31, 2020
Dividen	28	--	(15,537,196,400)	--	(15,537,196,400)	Dividend
Laba Tahun Berjalan	--	--	285,192,354,523	--	285,192,354,523	Profit for the Year
Cadangan Tujuan	28	--	(62,148,785,598)	--	--	Appropriate Reserve
Penghasilan Komprehensif Lain Tahun Berjalan	--	--	--	(1,447,659,490)	(1,447,659,490)	Other Comprehensive Income for the Year
Saldo tanggal 31 Desember 2021	230,500,000,000	781,053,496,000	285,192,354,523	914,479,668	1,297,660,330,191	Balance of December 31, 2021

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes form an integral part of these financial statements as a whole

**PT KERETA COMMUTER INDONESIA
LAPORAN ARUS KAS**

Untuk Tahun-tahun yang Berakhir pada
Tanggal 31 Desember 2021 dan 2020
(Dalam Rupiah Penuh)

**PT KERETA COMMUTER INDONESIA
STATEMENTS OF CASH FLOWS**

For the Years Ended
December 31, 2021 and 2020
(In Full Rupiah)

	2021 Rp	2020 Rp	
Arus Kas dari Aktivitas Operasi			Cash Flows from Operating Activities
Penerimaan Kas dari Pelanggan	701,820,139,434	701,594,949,891	Cash Receipt from Customers
Penerimaan dari Pemerintah	1,723,036,209,219	1,195,072,529,581	Cash Receipts from Government
Penerimaan Bunga	10,831,596,860	7,422,154,394	Cash Receipts from Interest Income
Pembayaran Kepada Pemasok	(1,256,863,605,894)	(1,358,308,097,339)	Payment to Suppliers
Pembayaran Kepada Karyawan	(503,256,469,658)	(436,002,265,089)	Payments to Employees
Pembayaran Pajak	(7,887,397,709)	(5,075,643,970)	Payment of Tax
Penerimaan dari Restitusi Pajak	--	98,507,753,979	Cash Receipts from Tax Refund
Pembayaran Kepada Pemerintah	(88,600,497,064)	(86,264,500,365)	Payment to Government
Pembayaran Bunga dan Beban Keuangan	(24,487,938,756)	(24,011,396,587)	Payment of Interest and Finance Expenses
Kas neto yang diperoleh dari aktivitas operasi	554,592,036,432	92,935,484,495	Net Cash Flows Provided by Operating Activities
Arus Kas dari Aktivitas Investasi			Cash Flows from Investing Activities
Penempatan Dana Dibatasi Penggunaannya	(28,559,921,172)	(30,126,411,974)	Placement in Restricted Fund
Pencairan Dana Dibatasi Penggunaannya	3,624,321,164	18,418,633,634	Withdrawal in Restricted Fund
Perolehan Aset Hak Guna	(423,232,428)	--	Acquisitions of Right of Use Assets
Perolehan Aset Tetap	(66,212,731,260)	(89,703,293,944)	Acquisitions of Fixed Assets
Kas Neto Digunakan untuk Aktivitas Investasi	(91,571,563,696)	(101,411,072,284)	Net Cash Used in Investing Activities
Arus Kas dari Aktivitas Pendanaan			Cash Flows from Financing Activities
Pembayaran Utang Bank Jangka Panjang	(59,442,469,854)	(17,609,765,397)	Payments of Long Term Bank Loan
Penerimaan Utang Bank Jangka Pendek	--	100,000,000,000	Receipt of Short-Term Bank Loan
Pembayaran Utang Bank Jangka Pendek	(100,000,000,000)	--	Payments of Short-Term Bank Loan
Pembayaran Dividen	(33,703,246)	(37,879,375,038)	Payments of Dividends
Pembayaran Liabilitas Sewa	(516,667,572)	(834,900,000)	Payments of Lease Liability
Penerimaan Utang Bank Jangka Panjang	--	115,341,113,499	Receipt of Long-Term Bank Loan
Kas Neto yang Diperoleh dari (Dipergunakan untuk) Aktivitas Pendanaan	(159,992,840,672)	159,017,073,064	Net Cash Flows Provided by (Used in) Investment Activities
Kenaikan Neto Kas dan Setara Kas	303,027,632,064	150,541,485,275	Increase Cash and Cash Equivalents
Efek Perubahan Kurs pada Kas dan Setara Kas	(47,215,086)	(43,799)	The Effect of Exchange Rate Changes on Cash and Cash Equivalents
Kas dan Setara Kas Awal Tahun	611,614,884,478	461,073,443,002	Cash and Cash Equivalents at The Beginning of Year
Kas dan Setara Kas Akhir Tahun	914,595,301,456	611,614,884,478	Cash and Cash Equivalents at The End of Year
Lihat Catatan 38 atas Laporan Keuangan untuk Pengungkapan Informasi Tambahan Arus Kas			See Note 38 to The Financial Statement for Supplemental Disclosure of Cash Flow Information

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes form an integral part of these financial statements as a whole

**PT KERETA COMMUTER INDONESIA
CATATAN ATAS LAPORAN KEUANGAN**

Untuk Tahun-tahun yang Berakhir pada
Tanggal 31 Desember 2021 dan 2020
(Dalam Rupiah Penuh)

**PT KERETA COMMUTER INDONESIA
NOTES TO THE FINANCIAL STATEMENTS**

for the Years Ended
December 31, 2021 and 2020
(In Full Rupiah)

1. Umum

1.a. Pendirian dan Informasi Umum

PT Kereta Commuter Indonesia (Perusahaan), awalnya bernama PT KAI Commuter Jabodetabek didirikan berdasarkan Akta Notaris No. 457 tanggal 15 September 2008, dihadapan Notaris Ilmiawan Dekrit S, S.H., yang telah disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. AHU74707.AH.01.01 Tahun 2008, tanggal 16 Oktober 2008. Berdasarkan Akta No. 85 tanggal 19 September 2017 dari Notaris Hannywati Gunawan, S.H., yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Keputusan No. AHU0019228.AH.01.02. Tahun 2017 tanggal 19 September 2017 bahwa nama Perusahaan dari PT KAI Commuter Jabodetabek diubah menjadi PT Kereta Commuter Indonesia. Anggaran Dasar Perusahaan telah mengalami beberapa perubahan, perubahan terakhir berdasarkan Akta No. 1 tanggal 7 Januari 2019 dari Notaris Tri Mulyahati, S.H., yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan surat keputusan No. AHU-0002753.AH.01.02 Tahun 2019 tanggal 18 Januari 2019.

Sesuai dengan pasal 3 Anggaran Dasar Perusahaan, maksud dan tujuan Perusahaan adalah melakukan usaha angkutan di bidang transportasi perkeretaapian meliputi penyelenggaraan sarana dan prasarana perkeretaapian dan kegiatan usaha di bidang teknologi informasi untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/mengejar keuntungan guna meningkatkan nilai perseroan dengan menerapkan prinsip-prinsip perseroan terbatas. Perusahaan mulai beroperasi pada tahun 2009.

Pada tahun 2009, Perusahaan telah mendapat Ijin Usaha Penyelenggaraan Sarana Perkeretaapian Umum sesuai dengan Surat Keputusan Menteri Perhubungan No. KP.51 Tahun 2009 pada tanggal 6 Februari 2009, dan Izin Operasi Penyelenggaraan Sarana Perkeretaapian Umum sesuai dengan Surat Keputusan Menteri Perhubungan No. KP.53 Tahun 2009, pada tanggal 11 Februari 2009.

1. General

1.a. Establishment and General Information

PT Kereta Commuter Indonesia (the Company), formerly known as PT KAI Commuter Jabodetabek was established based on Notarial Deed No. 457 dated September 15, 2008 of Ilmiawan Dekrit S, S.H., which is approved by the Minister of Justice of Republic of Indonesia in its Decision Letter No. AHU- 74707.AH.01.01 Year 2008, dated October 16, 2008. Based on Notarial Deeds No. 85 on September 19, 2017 of Notary Hannywati Gunawan, S.H., which was approved by the Minister of Law and Human Rights of the Republic of Indonesia through his Decision Letter No. AHU-0019228.AH.01.02 Year 2017 dated September 19, 2017 stated that the name of the Company is changed from PT KAI Commuter Jabodetabek into PT Kereta Commuter Indonesia. The Company's Article of Association has been amended several time, the latest by Notarial Deeds No. 1 dated January 7, 2019 of Notary Mulyahati, S.H., which was approved by the Minister of Law and Human Rights of Republic of Indonesia through his Decision Letter No. AHU-0002753.AH.01.02 Year 2019 dated January 18, 2019.

In accordance with article 3 of the Company's Articles of Association, the purpose and objective of the Company is to engage in the transportation sector in general, particularly in the field of railways by includes the operation of facilities and infrastructure of railways and business activities in the field of information technology to produce goods and/or services of high quality and strong competitiveness to obtain/pursue profits in order to increase the value of the company by applying the principles of limited liability company. The Company started its commercial operations in 2009.

In 2009, the Company has obtained business license for Implementation of Public Railway Facilities in accordance with the Decree of the Minister of Transportation No. KP.51 2009 on February 6, 2009, and Operation of Facility Operating Permit General Railway in accordance with the Decree of the Minister of Transportations No. KP.53 2009, on February 11, 2009.

**PT KERETA COMMUTER INDONESIA
CATATAN ATAS LAPORAN KEUANGAN
(Lanjutan)**

Untuk Tahun-tahun yang Berakhir pada
Tanggal 31 Desember 2021 dan 2020
(Dalam Rupiah Penuh)

**PT KERETA COMMUTER INDONESIA
NOTES TO THE FINANCIAL STATEMENTS
(Continued)**

for the Years Ended
December 31, 2021 and 2020
(In Full Rupiah)

Pada tahun 2018, Perusahaan telah mendapat Izin Usaha Penyelenggaraan Sarana Perkeretaapian Umum sesuai dengan Surat Keputusan Menteri Perhubungan No. KP.407 Tahun 2018 pada tanggal 2 Maret 2018 dan berlaku selama Perusahaan masih menjalankan usahanya.

Pada tahun 2019, Perusahaan telah mendapat perpanjangan Izin Operasi Sarana Perkeretaapian Umum sesuai dengan Surat Keputusan Menteri Perhubungan No. KM.124 Tahun 2019, pada tanggal 25 Juni 2019 dan berlaku selama 5 tahun.

Perusahaan menyelenggarakan Sarana Perkeretaapian Jabodetabek kelas komersial terhitung mulai 1 Januari 2011.

Perusahaan berkantor pusat di Stasiun Juanda, Jalan Ir. H. Juanda I, Jakarta Pusat 10120.

Perusahaan tergabung dalam kelompok usaha PT Kereta Api Indonesia (Persero).

In 2018, the Company has obtained a business license for Implementation of Public Railway Facilities in accordance with the Decree of the Minister of Transportation No. KP. 407 2018 on March 2, 2018 and valid as long as the Company is still running its business.

In 2019, the Company has obtained an extension of Operating Permit of Public Railway Facilities in accordance with the Decree of the Minister of Transportation No. KM.124 2019, dated on June 25, 2019 and valid for 5 years.

The Company organizes commercial class of Jabodetabek Railways facilities since January 1, 2011.

The Company's head office is located at Stasiun Juanda, Jalan Ir. H. Juanda I, Jakarta Pusat 10120.

The Company is incorporated in group PT Kereta Api Indonesia (Persero).

1.b. Dewan Komisaris, Direksi dan Karyawan

Berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Kereta Commuter Indonesia No. 38 tanggal 31 Maret 2021, dari Notaris Tri Mulyahati, S.H., MKn, Notaris di Bekasi, yang pemberitahuannya telah diterima oleh Kementerian Hukum dan HAM RI dengan No. AHU-AH.01.03-0211307; susunan Dewan Komisaris pada tanggal 31 Desember 2021 adalah sebagai berikut:

Dewan Komisaris

Pelaksana Tugas Komisaris
Utama
Komisaris
Komisaris
Komisaris

Dadan Rusdiansyah
Edy Widyaya
John Robertho
Danto Restyawan

Berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Kereta Commuter Indonesia No. 52 tanggal 28 September 2021, dari Notaris Tri Mulyahati, S.H., MKn, Notaris di Bekasi, yang pemberitahuannya telah diterima oleh Kementerian Hukum dan HAM RI dengan No. AHU-AH.01.03-0455958; susunan Dewan Direksi pada tanggal 31 Desember 2021 adalah sebagai berikut:

1.b. Board of Commissioners, Directors and Employees

Based on the Deed of Decision of the Shareholders of PT Kereta Commuter Indonesia No. 38 dated March 31, 2021, from Notary Tri Mulyahati, S.H., MKn, Notary in Bekasi, whose notification has been received by the Ministry of Law and Human Rights of the Republic of Indonesia with No. AHU-AH.01.03-0211307; composition of the Board of Commissioners on December 31, 2021 are as follows:

Board of Commissioners

Acting President
Commissioner
Commissioner
Commissioner

Based on the Deed of Decision of the Shareholders of PT Kereta Commuter Indonesia No. 52 dated 28 September 2021, from Notary Tri Mulyahati, S.H., MKn, Notary in Bekasi, whose notification has been received by the Ministry of Law and Human Rights of the Republic of Indonesia with No. AHU-AH.01.03-0455958; composition of the Board of Directors on December 31, 2021 are as follows:

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Dewan Direksi

Pelaksana Tugas Direktur
Utama
Direktur
Pelaksana Tugas Direktur
Pelaksana Tugas Direktur

Roppiq Lutzfi Azhar
Wawan Ariyanto
Adang Sujana
Denny Haryanto

Board of Directors

Acting President Director
Director
Acting Director
Acting Director

Berdasarkan Keputusan Sirkuler Pemegang Saham PT Kereta Commuter Indonesia di Luar Rapat Umum Pemegang Saham Luar Biasa tentang Pengangkatan Anggota Dewan Komisaris dan Direksi Perseroan dengan No. KP.303/XII/14/KA-2020 tanggal 28 Desember 2020, susunan Dewan Komisaris dan Direksi pada tanggal 31 Desember 2020 adalah sebagai berikut:

Based on Circular Decree of the Shareholders of PT Kereta Commuter Indonesia Outside the Extraordinary General Meeting of Shareholders concerning the Appointment of Members of the Board of Commissioners and Directors of the Company with No. KP.303 / XII / 14 / KA-2020 dated December 28, 2020, the composition of the Commissioners and Board Directors on December 31, 2020 are as follows:

Dewan Komisaris

Komisaris Utama
Komisaris
Komisaris
Komisaris

Maqin Uddin Norhadi
Edy Widayana
John Robertho
Danto Restyawan

Board of Commissioners

President Commissioner
Commissioner
Commissioner
Commissioner

Dewan Direksi

Direktur Utama
Direktur
Direktur
Direktur

Widayanti (Wiwik)
Wawan Ariyanto
Muhammad Widodo
Roppiq Lutzfi Azhar

Board of Directors

President Director
Director
Director
Director

Jumlah karyawan Perusahaan pada tanggal 31 Desember 2021 dan 2020 (tidak diaudit) adalah sebagai berikut:

The number of employees of the Company in December 31, 2021 and 2020 (unaudited) were as follows:

	<u>2021</u>	<u>2020</u>
Karyawan tetap/ <i>Permanent employees</i>	2,530 orang/people	2,513 orang/people
Karyawan tidak tetap (PKWT)/ <i>Non-permanent employees (PKWT)</i>	37 orang/people	41 orang/people
Jumlah	<u>2,567 orang/people</u>	<u>2,554 orang/people</u>

2. Kebijakan Akuntansi Signifikan

2.a. Pernyataan Kepatuhan

Laporan keuangan telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia yang meliputi Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan – Ikatan Akuntan Indonesia (DSAK – IAI).

2. Significant Accounting Policies

2.a. Statement of Compliance

The financial statements were prepared and presented in accordance with Indonesian Financial Accounting Standards which include the Statement of Financial Accounting Standards (PSAK) and Interpretation of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standard Board – Indonesian Institute of Accountant (DSAK – IAI).

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2.b. Dasar Penyusunan Laporan Keuangan

Dasar penyusunan laporan keuangan, kecuali untuk laporan arus kas adalah dasar akrual. Pengukurannya disusun berdasarkan konsep biaya historis, kecuali beberapa akun tertentu yang disusun didasarkan pengukuran sebagaimana diuraikan dalam kebijakan akuntansi masing-masing akun tersebut.

Laporan arus kas disajikan dengan metode langsung (*direct method*) dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan.

Mata uang penyajian yang digunakan dalam penyusunan laporan keuangan adalah mata uang Rupiah, yang juga merupakan mata uang fungsional Perusahaan.

2.c. Transaksi dan Saldo dalam Mata Uang Asing

Transaksi-transaksi selama tahun berjalan dalam mata uang asing dicatat dalam Rupiah berdasarkan kurs spot antara Rupiah dan valuta asing pada jangka transaksi. Pada akhir periode pelaporan, pos moneter dalam mata uang asing dijabarkan ke dalam Rupiah ke dalam kurs penutup, yaitu kurs tengah Bank Indonesia pada 31 Desember 2021 dan 2020 sebagai berikut:

Euro/*Euro*
Dolar Amerika Serikat/*United States Dollar*
Yen Jepang/*Japanese Yen*

Selisih kurs yang timbul dari penyelesaian pos moneter dan dari penjabaran pos moneter dalam mata uang asing diakui dalam laba rugi.

2.d. Transaksi dengan Pihak-pihak Berelasi

Pihak berelasi adalah orang atau entitas yang terkait dengan entitas pelapor:

- a) Orang atau anggota keluarga dekatnya mempunyai relasi dengan entitas pelapor jika orang tersebut:
 - i. memiliki pengendalian atau pengendalian bersama atas entitas pelapor;

2.b. Basis of Measurement and Preparation of Financial Statements

The financial statements, except for the statements of cash flows are prepared under the accrual basis of accounting. The measurement basis used is the historical costs, except for certain accounts which are measured on the basis described in the related accounting policies of each account.

The statements of cash flows is prepared using the direct method by classifying cash flows into operating, investing and financing activities.

The presentation currency used in the preparation of the financial statements is the Indonesian Rupiah, which is also the Company's functional currency.

2.c. Foreign Currency Transactions and Balance

Transactions during the year in foreign currencies are recorded in Rupiah by currency applying to the currency amount the spot exchange rate between Rupiah and the foreign currency at the date of transactions. At the end of reporting period, foreign currency monetary items are translated to Rupiah using the closing rate, ie middle rate of Bank of Indonesia at December 31, 2021 and 2020 as follows:

	2021	2020
	Rp	Rp
Euro/ <i>Euro</i>	16,126.84	17,330.13
Dolar Amerika Serikat/ <i>United States Dollar</i>	14,269.01	14,105.01
Yen Jepang/ <i>Japanese Yen</i>	123.89	136.47

Exchange differences arising on the settlement of monetary items and on translating monetary items in foreign currencies are recognized in profit or loss.

2.d. Transaction with Related Parties

A related party is a person or an entity that is related to the reporting entity:

- a) A person or a close member of that person's family is related to a reporting entity if that person:
 - i. has control or joint control over the reporting entity;

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- ii. memiliki pengaruh signifikan atas entitas pelapor; atau
 - iii. merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.
- b) Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
- i. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lain);
 - ii. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
 - iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
 - iv. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
 - v. Entitas tersebut adalah suatu program imbalan pascakerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
 - vi. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a); atau
 - vii. Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau merupakan personil manajemen kunci entitas (atau entitas induk dari entitas);
 - viii. Entitas atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

- ii. *has significant influence over the reporting entity; or*
- iii. *is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.*

b) An entity is related to the reporting entity if any of the following conditions applies:

- i. *The entity and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);*
- ii. *One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);*
- iii. *Both entities are joint ventures of the same third party;*
- iv. *One entity is a joint venture of a third entity and the other entity is an associate of the third entity;*
- v. *The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity, or an entity related to the reporting entity. If the reporting entity in itself such a plan, the sponsoring employers are also related to the reporting entity;*
- vi. *The entity is controlled or jointly controlled by a person identified in (a); or*
- vii. *A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or a parent of the entity);*
- viii. *The entity or any members of a group of which it is a part, provides key management personnel service to the reporting entity or to the parent of the reporting entity.*

Entitas yang berelasi dengan pemerintah adalah entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi oleh

A government-related entity is an entity that is controlled, jointly controlled or significant influence by a government. Government

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pemerintah. Pemerintah mengacu kepada instansi pemerintah dan badan yang serupa baik lokal, nasional maupun internasional.

refers to government agencies and similar bodies whether local, national or international.

Entitas yang berelasi dengan Pemerintah dapat berupa entitas yang dikendalikan atau dipengaruhi secara signifikan oleh Kementerian Keuangan yang merupakan Pemegang Saham entitas, atau entitas yang dikendalikan oleh Pemerintah Republik Indonesia melalui Kementerian BUMN sebagai kuasa pemegang saham.

Government related entity can be an entity which controlled or significantly influenced by the Ministry of Finance that representing as the shareholders of the entity or an entity controlled by the Government of Republic of Indonesia, represented by the SOEs Ministry as a shareholder's representative.

Seluruh transaksi dan saldo yang signifikan dengan pihak berelasi diungkapkan dalam Catatan 34.

All significant transactions and balances with related parties are disclosed in Note 34.

2.e. Instrumen Keuangan

Pengakuan dan Pengukuran Awal

Perusahaan mengakui aset keuangan atau liabilitas keuangan dalam laporan posisi keuangan, jika dan hanya jika, Perusahaan menjadi salah satu pihak dalam ketentuan pada kontrak instrumen tersebut. Pada saat pengakuan awal aset keuangan atau liabilitas keuangan, Perusahaan mengukur pada nilai wajarnya. Dalam hal aset keuangan atau liabilitas keuangan tidak diukur pada nilai wajar melalui laba rugi, nilai wajar tersebut ditambah atau dikurang dengan biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan atau penerbitan aset keuangan atau liabilitas keuangan tersebut. Biaya transaksi yang dikeluarkan sehubungan dengan perolehan aset keuangan dan penerbitan liabilitas keuangan yang diklasifikasikan pada nilai wajar melalui laba rugi dibebankan segera.

2.e. Financial Instrument

Initial Recognition and Measurement

The Company recognizes a financial asset or a financial liability in the statement of financial position when, and only when, it becomes a party to the contractual provisions of the instrument. At initial recognition, the Company measures all financial assets and financial liabilities at its fair value. In the case of a financial asset or financial liability not at fair value through profit or loss, fair value plus or minus with the transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability. Transaction costs incurred on acquisition of a financial asset and issue of a financial liability classified at fair value through profit or loss are expensed immediately.

Aset keuangan Perusahaan diklasifikasikan sebagai berikut: aset keuangan yang diukur pada biaya perolehan yang diamortisasi, aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain, aset keuangan yang diukur pada nilai wajar melalui laba rugi dengan menggunakan dua dasar yaitu: model bisnis Perusahaan dalam mengelola aset keuangan dan karakteristik arus kas kontraktual dari aset keuangan.

The Company financial assets are classified into the following specified categories: financial assets at amortized costs, financial assets at fair value through other comprehensive income, and financial assets at fair value through profit or loss. on the basis of both: the Company's business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

(i) **Aset Keuangan yang Diukur pada Biaya Perolehan Diamortisasi**

Aset keuangan diukur pada biaya perolehan diamortisasi ketika kedua kondisi berikut terpenuhi:

(i) **Financial Assets Measured at Amortized Costs**

Financial assets are measured at amortized costs if these conditions are met:

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- (1) Aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual saja; dan
- (2) Persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang semata dari pembayaran pokok dan bunga (*solely payments of principal and interest - SPPI*) dari jumlah pokok terutang.

Aset keuangan ini diukur pada jumlah yang diakui pada awal pengakuan dikurangi dengan pembayaran pokok, kemudian dikurangi atau ditambah dengan jumlah amortisasi kumulatif atas perbedaan jumlah pengakuan awal dengan jumlah pada saat jatuh tempo, dan penurunan nilainya.

Pendapatan bunga dihitung dengan menggunakan metode suku bunga efektif dan diakui di laba rugi. Perubahan pada nilai wajar diakui di laba rugi ketika aset dihentikan atau direklasifikasi.

Aset keuangan yang diklasifikasikan menjadi aset keuangan yang diukur pada biaya perolehan diamortisasi dapat dijual ketika terdapat peningkatan risiko kredit. Penghentian untuk alasan lain diperbolehkan namun jumlah penjualan tersebut harus tidak signifikan jumlahnya atau tidak sering.

(ii) Aset Keuangan yang Diukur pada Nilai Wajar Melalui Penghasilan Komprehensif Lain ("FVTOCI")

Aset keuangan diukur pada biaya perolehan diamortisasi ketika kedua kondisi berikut terpenuhi:

- (1) Aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual saja; dan
- (2) Persyaratan kontraktual dari aset keuangan tersebut memberikan hak pada tanggal tertentu atas arus kas yang semata dari pembayaran pokok dan bunga (*solely payments of principal and interest - SPPI*) dari jumlah pokok terutang.

- (1) *The objective of the Company's business model to hold the financial assets is only to collect contractual cash flows; and*

- (2) *The contractual cash flows of the financial asset give rise to payments on specified dates that are solely payments of principal and interest ("SPPI") on the principal amount outstanding.*

The financial asset is measured at the amount recognized at initial recognition minus principal repayments, plus or minus the cumulative amortization of any difference between that initial amount and the maturity amount, and any loss allowance.

Interest income is calculated using the effective interest method and is recognized in profit or loss. Changes in fair value are recognized in profit and loss when the asset is derecognized or reclassified.

Financial assets classified to amortized cost may be sold where there is an increase in credit risk. Disposals for other reasons are permitted but such sales should be insignificant in value or infrequent in nature.

(ii) Financial Assets Measured at Fair Value Through Other Comprehensive Income ("FVTOCI")

Financial assets are measured at amortized costs if these conditions are met:

- (1) *The objective of the Company's business model to hold the financial assets is only to collect contractual cash flows; and*

- (2) *The contractual cash flows of the financial asset give rise to payments on specified dates that are solely payments of principal and interest ("SPPI") on the principal amount outstanding.*

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Aset keuangan tersebut diukur sebesar nilai wajar, dimana keuntungan atau kerugian diakui dalam penghasilan komprehensif lain, kecuali untuk kerugian akibat penurunan nilai dan keuntungan atau kerugian akibat perubahan kurs, diakui pada laba rugi. Ketika aset keuangan tersebut dihentikan pengakuannya atau direklasifikasi, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi.

- (iii) Aset Keuangan yang Diukur pada Nilai Wajar Melalui Laba Rugi ("FVTPL")
Aset keuangan yang diukur pada FVTPL adalah aset keuangan yang tidak memenuhi kriteria untuk diukur pada biaya perolehan diamortisasi atau untuk diukur FVTOCI.

Setelah pengakuan awal, aset keuangan yang diukur pada FVTPL diukur pada nilai wajarnya. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar aset keuangan diakui dalam laba rugi.

Aset keuangan berupa derivatif dan investasi pada instrumen ekuitas tidak memenuhi kriteria untuk diukur pada biaya perolehan diamortisasi atau kriteria untuk diukur pada FVTOCI, sehingga diukur pada FVTPL. Namun demikian, Perusahaan dapat menetapkan pilihan yang tidak dapat dibatalkan saat pengakuan awal atas investasi pada instrumen ekuitas yang bukan untuk diperjualbelikan dalam waktu dekat (*held for trading*) untuk diukur pada FVTOCI. Penetapan ini menyebabkan semua keuntungan atau kerugian disajikan di penghasilan komprehensif lain, kecuali pendapatan dividen tetap diakui di laba rugi. Keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi ke saldo laba tidak melalui laba rugi.

The financial assets are measured at fair value. The changes in fair value are recognized initially in other comprehensive income (OCI), except for impairment gains and losses, and a portion of foreign exchange gains and losses, are recognized in profit or loss. When the asset is derecognized or reclassified, changes in fair value previously recognized in other comprehensive income and accumulated in equity are reclassified from equity to profit and loss as a reclassification adjustment.

- (iii) Financial Assets Measured at Fair Value Through Profit or Loss ("FVTPL")
Financial assets measured at FVTPL are those which do not meet both criteria for neither amortized costs nor FVTOCI.

After initial recognition, FVTPL financial assets are measured at fair value. The changes in fair value are recognized in profit or loss.

Financial assets in form of derivatives and investment in equity instrument are not eligible to meet both criteria for amortized costs or fair value through other comprehensive income FVTOCI. Hence, these are measured at fair value through profit or loss FVTPL. Nonetheless, the Company may irrevocably designate an investment in an equity instrument which is not held for trading in any time soon as FVTOCI. This designation result in gains and losses to be presented in other comprehensive income, except for dividend income on a qualifying investment which is recognized in profit or loss. Cumulative gains or losses previously recognized in other comprehensive income are reclassified to retained earnings, not to profit or loss.

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**Pengukuran Selanjutnya Liabilitas
Keuangan**

Perusahaan mengklasifikasikan seluruh liabilitas keuangan sehingga setelah pengakuan awal liabilitas keuangan diukur pada biaya perolehan diamortisasi, kecuali:

- (a) Liabilitas keuangan pada nilai wajar melalui laba rugi. Liabilitas dimaksud, termasuk derivatif yang merupakan liabilitas, selanjutnya akan diukur pada nilai wajar.
- (b) Liabilitas keuangan yang timbul ketika pengalihan aset keuangan yang tidak memenuhi kualifikasi penghentian pengakuan atau ketika pendekatan keterlibatan berkelanjutan diterapkan.
- (c) Kontrak jaminan keuangan dan komitmen untuk menyediakan pinjaman dengan suku bunga dibawah pasar. Setelah pengakuan awal, penerbit kontrak dan penerbit komitmen selanjutnya mengukur kontrak tersebut sebesar jumlah yang lebih tinggi antara:
 - (i) Jumlah penyisihan kerugian, dan
 - (ii) Jumlah yang pertama kali diakui dikurangi dengan, jika sesuai, jumlah kumulatif dari penghasilan yang diakui sesuai dengan prinsip PSAK 72.
- (d) Imbalan kontijensi yang diakui oleh pihak pengakusisi dalam kombinasi bisnis ketika PSAK 22 diterapkan. Imbalan kontijensi selanjutnya diukur pada nilai wajar dan selisihnya dalam laba rugi.

Saat pengakuan awal Perusahaan dapat membuat penetapan yang takterbatalkan untuk mengukur liabilitas keuangan pada nilai wajar melalui laba rugi, jika diizinkan oleh standar atau jika penetapan akan menghasilkan informasi yang lebih relevan, karena:

- (a) Mengeliminasi atau mengurangi secara signifikan inkonsistensi pengukuran atau pengakuan (kadang disebut sebagai "accounting mismatch") yang dapat timbul dari pengukuran aset atau liabilitas atau pengakuan keuntungan dan kerugian atas aset atau liabilitas dengan dasar yang berbeda beda; atau
- (b) Sekelompok liabilitas keuangan atau aset keuangan dan liabilitas keuangan dikelola dan kinerjanya dievaluasi berdasarkan nilai wajar, sesuai

**Subsequent Measurement of Financial
Liabilities**

The Company shall classify all financial liabilities as subsequently measured at amortised cost, except for:

- (a) *Financial liabilities at fair value through profit or loss. Such liabilities, including derivatives that are liabilities, shall be subsequently measured at fair value.*
- (b) *Financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach applies.*
- (c) *Financial guarantee contracts and commitments to provide a loan at a below-market interest rate. After initial recognition, an issuer of such a contract and an issuer of such a commitment shall subsequently measure it at the higher of:
 - (i) *the amount of the loss allowance, and*
 - (ii) *the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance with the principles of PSAK 72.**
- (d) *Contingent consideration recognised by an acquirer in a business combination to which PSAK 22 applies. Such contingent consideration shall subsequently be measured at fair value with changes recognised in profit or loss.*

An entity may, at initial recognition, irrevocably designate a financial liability as measured at fair value through profit or loss when permitted by the standard or when doing so results in more relevant information, because either:

- (a) *It eliminates or significantly reduces a measurement or recognition inconsistency (sometimes referred to as "an accounting mismatch") that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on different bases; or*
- (b) *A group of financial liabilities or financial assets and financial liabilities is managed, and its performance is evaluated on a fair value basis, in*

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manajemen risiko atau strategi investasi yang terdokumentasi, dan informasi dengan dasar nilai wajar dimaksud atas kelompok tersebut disediakan secara internal untuk personil manajemen kunci Perusahaan.

accordance with a documented risk management or investment strategy, and information about the Company is provided internally on that basis to the Company's key management personnel.

Penghentian Pengakuan Aset dan Liabilitas Keuangan

Perusahaan menghentikan pengakuan aset keuangan, jika dan hanya jika hak kontraktual atas arus kas yang berasal dari aset keuangan berakhir atau Perusahaan mengalihkan hak kontraktual untuk menerima kas yang berasal dari aset keuangan atau tetap memiliki hak kontraktual untuk menerima kas tetapi juga menanggung kewajiban kontraktual untuk membayar arus kas yang diterima tersebut kepada satu atau lebih pihak penerima melalui suatu kesepakatan.

Derecognition of Financial Assets and Liabilities

The Company derecognizes a financial asset when, and only when the contractual rights to the cash flows from the financial asset expire or the Company transfers the contractual rights to receive the cash flows of the financial asset or retains the contractual rights to receive the cash flows but assumes a contractual obligation to pay the cash flows to one or more recipients in an arrangement.

Jika Perusahaan secara substansial mengalihkan seluruh risiko dan manfaat atas kepemilikan aset keuangan, maka Perusahaan menghentikan pengakuan aset keuangan dan mengakui secara terpisah sebagai aset atau liabilitas untuk setiap hak dan kewajiban yang timbul atau yang masih dimiliki dalam pengalihan tersebut. Jika Perusahaan secara substansial tidak mengalihkan dan tidak memiliki seluruh risiko dan manfaat atas kepemilikan aset keuangan tersebut dan masih memiliki pengendalian, maka Perusahaan mengakui aset keuangan sebesar keterlibatan berkelanjutan dengan aset keuangan tersebut. Jika Perusahaan secara substansial masih memiliki seluruh risiko dan manfaat atas kepemilikan aset keuangan, maka Perusahaan tetap mengakui aset keuangan tersebut.

If the Company transfers substantially all the risks and rewards of ownership of the financial asset, the Company derecognizes the financial asset and recognizes separately as asset or liabilities any rights and obligations created or retained in the transfer. If the Company neither transfers nor retains substantially all the risks and rewards of ownership of the financial asset and has retained control, the Company continues to recognize the financial asset to the extent of its continuing involvement in the financial asset. If the Company retains substantially all the risks and rewards of ownership of the financial asset, the Company continues to recognize the financial asset.

Perusahaan menghentikan pengakuan liabilitas keuangan, jika dan hanya jika, liabilitas keuangan tersebut berakhir, yaitu ketika kewajiban yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kadaluwarsa.

The Company removes a financial liability from its statement of financial position when, and only when, it is extinguished, ie when the obligation specified in the contract is discharged or cancelled or expires.

Penurunan Nilai Aset Keuangan

Aset keuangan dinilai apakah terdapat indikasi penurunan nilai pada setiap akhir periode pelaporan. Aset keuangan diturunkan nilainya apabila terdapat bukti obyektif sebagai akibat adanya satu atau lebih peristiwa yang terjadi setelah

Impairment of Financial Assets

Financial assets are assessed for indicators of impairment at the end of each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset and

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pengakuan awal aset keuangan tersebut dan dilakukan estimasi terhadap arus kas masa depan dari investasi tersebut yang akan berdampak.

Perusahaan mengakui kerugian kredit ekspektasian untuk aset keuangan yang diukur pada biaya perolehan diamortisasi, aset keuangan yang diukur pada FVTOCI.

Pada setiap tanggal pelaporan, Perusahaan mengukur penyisihan kerugian instrumen keuangan sejumlah kerugian kredit ekspektasian sepanjang umurnya jika risiko kredit atas instrumen keuangan tersebut telah meningkat secara signifikan sejak pengakuan awal. Namun, jika risiko kredit instrumen keuangan tersebut tidak meningkat secara signifikan sejak pengakuan awal, maka mengakui sejumlah kerugian kredit ekspektasian 12 bulan.

Perusahaan menerapkan metode yang disederhanakan untuk mengukur kerugian kredit ekspektasian tersebut terhadap piutang usaha dan aset kontrak tanpa komponen pendanaan yang signifikan.

Perusahaan menganggap aset keuangan gagal bayar ketika pihak ketiga tidak mampu membayar kewajiban kreditnya kepada Perusahaan secara penuh. Periode maksimum yang dipertimbangkan ketika memperkirakan kerugian kredit ekspektasian adalah periode maksimum kontrak dimana Perusahaan terekspos terhadap risiko kredit.

Penyisihan kerugian diakui sebagai pengurang jumlah tercatat aset keuangan kecuali untuk aset keuangan yang diukur pada FVTOCI yang penyisihan kerugiannya diakui dalam penghasilan komprehensif lain. Sedangkan jumlah kerugian kredit ekspektasian (atau pemulihan kerugian kredit) diakui dalam laba rugi, sebagai keuntungan atau kerugian penurunan nilai.

Pengukuran kerugian kredit ekspektasian dari instrumen keuangan dilakukan dengan suatu cara yang mencerminkan:

- i. Jumlah yang tidak bias dan rata-rata probabilitas tertimbang yang ditentukan dengan mengevaluasi serangkaian kemungkinan yang dapat terjadi;
- ii. Nilai waktu uang; dan

the estimated future cash flows of the investment have been affected.

The Company recognizes expected credit loss for its financial assets measured at amortized costs and financial assets measured at FVTOCI.

At the end of each reporting date, the Company calculates any impairment provision in financial instruments based on its lifetime expected credit loss if the credit risk of the financial instruments has increased significantly since its initial recognition. However, if credit risk has not increased significantly since initial recognition, then a 12 months expected credit loss is recognized.

The Company applied a simplified approach to measure such expected credit loss for trade receivables and contract assets without significant financing component.

The Company considers a financial asset to be in default when the counterparty is unlikely to pay its credit obligations to the Company in full. The maximum period considered when estimating expected credit loss is the maximum contractual period over which the Company is exposed to credit risk.

Impairment losses are recognized as a deduction in financial assets' carrying amount, except for financial assets measured at FVTOCI where its impairment is recognized in other comprehensive income. The expected credit loss (or recovery of credit loss) is recognized in profit or loss, as gains or losses of financial asset impairment.

The expected credit loss of financial instruments are conducted by a means which reflect:

- i. An unbiased and probability-weighted amount that reflects a range of possible outcomes;*
- ii. Time value of money; and*

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- iii. Informasi yang wajar dan didukung yang tersedia tanpa biaya atau upaya berlebihan pada tanggal pelaporan mengenai peristiwa masa lalu, kondisi kini, dan perkiraan kondisi ekonomi masa depan.

Aset keuangan dapat dianggap tidak mengalami peningkatan risiko kredit secara signifikan sejak pengakuan awal jika aset keuangan memiliki risiko kredit yang rendah pada tanggal pelaporan. Risiko kredit pada instrumen keuangan dianggap rendah ketika aset keuangan tersebut memiliki risiko gagal bayar yang rendah, peminjam memiliki kapasitas yang kuat untuk memenuhi kewajiban arus kas kontraktualnya dalam jangka waktu dekat dan memburuknya kondisi ekonomi dan bisnis dalam jangka waktu panjang mungkin, namun tidak selalu, menurunkan kemampuan peminjam untuk memenuhi kewajiban arus kas kontraktualnya. Untuk menentukan apakah aset keuangan memiliki risiko kredit rendah, Perusahaan dapat menggunakan peringkat risiko kredit internal atau penilaian eksternal. Misal, aset keuangan dengan peringkat "investment grade" berdasarkan penilaian eksternal merupakan instrumen yang memiliki risiko kredit yang rendah, sehingga tidak mengalami peningkatan risiko kredit secara signifikan sejak pengakuan awal.

Perusahaan menggunakan metode *roll rate* untuk mengukur penurunan nilai piutang usaha.

Metode Suku Bunga Efektif

Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari aset atau liabilitas keuangan (atau kelompok aset atau liabilitas keuangan) dan metode untuk mengalokasikan pendapatan bunga atau beban bunga selama periode yang relevan. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas masa depan selama perkiraan umur dari instrumen keuangan, atau jika lebih tepat, digunakan periode yang lebih singkat untuk memperoleh jumlah tercatat neto dari aset keuangan atau liabilitas keuangan. Pada saat menghitung suku bunga efektif, Perusahaan mengestimasi arus kas dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan

- iii. Reasonable and supportable information that is available without undue cost or effort about past events, current conditions, and forecasts of future conditions.

Financial assets may be considered to not having significant increase in credit risk since initial recognition if the financial assets have a low credit risk at the reporting date. Credit risk on financial instrument may be considered be low if there is a low risk of default, the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations. To determine whether a financial asset has a low credit risk, the Company may use internal credit risk rating or external assessment. For example, a financial asset with 'investment grade' according to external assessment has a low credit risk rating, thus it does not experience an increase in significant credit risk since initial recognition.

The Company is using the roll rate method to measure the provision for impairment of account receivable.

The Effective Interest Method

The effective interest method is a method of calculating the amortized cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the Company estimates cash flows considering all contractual terms of the financial instrument, for example, prepayment, call and similar option, but shall not consider future credit losses. The calculation includes all fees and points paid or received between

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tersebut, seperti pelunasan dipercepat, opsi beli dan opsi serupa lain, tetapi tidak mempertimbangkan kerugian kredit masa depan. Perhitungan ini mencakup seluruh komisi dan bentuk lain yang dibayarkan atau diterima oleh pihak-pihak dalam kontrak yang merupakan bagian takterpisahkan dari suku bunga efektif, biaya transaksi, dan seluruh premium atau diskonto lain.

Reklasifikasi

Perusahaan mereklasifikasi aset keuangan ketika Perusahaan mengubah tujuan model bisnis untuk pengelolaan aset keuangan sehingga penilaian sebelumnya menjadi tidak dapat diterapkan.

Jika Perusahaan mereklasifikasi aset keuangan, maka diperlukan untuk menerapkan reklasifikasi secara prospektif sejak tanggal reklasifikasi. Keuntungan, kerugian (termasuk keuntungan atau kerugian penurunan nilai) atau bunga yang sebelumnya diakui tidak disajikan kembali.

Ketika Perusahaan mereklasifikasi aset keuangan dari biaya perolehan diamortisasi menjadi FVTPL, maka nilai wajarnya diukur pada tanggal reklasifikasi. Keuntungan atau kerugian yang timbul dari perbedaan antara biaya perolehan diamortisasi sebelumnya dan nilai wajarnya diakui dalam laporan laba rugi. Sebaliknya, jika Perusahaan mereklasifikasi aset keuangannya dari FVTPL menjadi biaya perolehan diamortisasi, maka nilai wajarnya pada tanggal reklasifikasi menjadi nilai tercatat bruto baru.

Ketika Perusahaan mereklasifikasi aset keuangan dari biaya perolehan diamortisasi menjadi FVTOCI, nilai wajarnya diukur pada tanggal reklasifikasi. Keuntungan atau kerugian yang timbul dari selisih antara biaya perolehan diamortisasi sebelumnya dan nilai wajar diakui pada penghasilan komprehensif lain. Tingkat suku bunga efektif dan pengukuran kerugian kredit yang diharapkan tidak disesuaikan sebagai hasil dari reklasifikasi. Sebaliknya, ketika Perusahaan mereklasifikasi aset keuangannya dari FVTOCI menjadi biaya perolehan diamortisasi, aset keuangan tersebut direklasifikasi ke nilai wajarnya pada tanggal reklasifikasi. Namun, keuntungan atau kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain

parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts.

Reclassification

The Company reclassifies a financial asset if and only if the Company's business model objective for its financial assets changes so its previous model assessment would no longer apply.

If the Company reclassifies a financial asset, it is required to apply the reclassification prospectively from the reclassification date. Previously recognized gains, losses (including impairment gains or losses) or interest are not restated.

When the Company reclassifies its financial asset out of the amortized cost into FVTPL, then its fair value is measured at reclassification date. Any gains or losses resulted from the difference between previous amortized cost and its fair value is recognized in profit or loss. Otherwise, if the Company reclassifies its financial asset from FVTPL into amortized cost, then its fair value at the date of reclassification becomes new gross carrying amount.

When the Company reclassifies its financial asset out of the amortized cost into FVTOCI, its fair value is measured at the reclassification date. Any gains or losses resulted from the difference between previous amortized cost and fair value is recognized in other comprehensive income. Effective interest rate and expected credit loss measurement are not adjusted as a result of the reclassification. Otherwise, when the Company reclassifies its financial asset out of the FVTOCI into amortized cost, the financial asset is reclassified by its fair value at the reclassification date. However, any cumulative gains or losses previously recognized in other comprehensive income are omitted from equity and adjusted to the financial asset's fair value at the date of

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dihilangkan dari ekuitas dan disesuaikan dengan nilai wajar aset keuangan pada tanggal reklasifikasi. Akibatnya, pada tanggal reklasifikasi, aset keuangan diukur dengan cara yang sama seperti biaya perolehan diamortisasi.

Penyesuaian ini memengaruhi penghasilan komprehensif lain tetapi tidak memengaruhi laba rugi, dan karenanya bukan merupakan penyesuaian reklasifikasi. Suku bunga efektif dan pengukuran kerugian kredit ekspektasian tidak disesuaikan sebagai akibat dari reklasifikasi.

Pada saat Perusahaan mereklasifikasi aset keuangan keluar dari kategori pengukuran FVTPL menjadi kategori pengukuran FVTOCI, aset keuangan tetap diukur pada nilai wajarnya. Sama halnya, ketika Perusahaan mereklasifikasi aset keuangan keluar dari kategori FVTOCI menjadi kategori pengukuran FVTPL, aset keuangan tetap diukur pada nilai wajarnya. Keuntungan atau kerugian kumulatif yang sebelumnya diakui di penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi pada tanggal reklasifikasi.

Saling Hapus Aset Keuangan dan Liabilitas Keuangan

Aset keuangan dan liabilitas keuangan disalinghapuskan, jika dan hanya jika, Perusahaan saat ini memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut; dan berintensif untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

Pengukuran Nilai Wajar

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran.

Nilai wajar aset dan liabilitas keuangan diestimasi untuk keperluan pengakuan dan pengukuran atau untuk keperluan pengungkapan.

Nilai wajar dikategorikan dalam level yang berbeda dalam suatu hirarki nilai wajar berdasarkan pada apakah input suatu

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reclassification. Consequently, at the reclassification date, the financial asset is measured the same way as if it were amortized cost.

This adjustment affects other comprehensive income but not profit or loss, and hence it is not a reclassification adjustment. Effective interest rate and expected credit loss are no longer adjusted as a result of the reclassification.

When the Company reclassifies its financial asset out of the FVTPL into FVTOCI, the financial asset is measured at its fair value. Similarly, when the Company reclassifies its financial asset out of the FVTOCI into FVTPL the financial asset is measured at its fair value. Any gains or losses previously recognized in other comprehensive income are reclassified out of the equity to profit or loss as a reclassification adjustment at the date of reclassification.

Offsetting a Financial Asset and a Financial Liability

A financial asset and financial liability shall be offset when and only when, the Company currently has a legally enforceable right to set off the recognized amount; and intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

Fair Value Measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

Fair values are categorized into different levels in a fair value hierarchy based on the degree to which the inputs to the

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pengukuran dapat diobservasi dan signifikansi input terhadap keseluruhan pengukuran nilai wajar:

- (i) Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran (Level 1)
- (ii) Input selain harga kuotasian yang termasuk dalam Level 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung maupun tidak langsung (Level 2)
- (iii) Input yang tidak dapat diobservasi untuk aset atau liabilitas (Level 3)

Dalam mengukur nilai wajar aset atau liabilitas, Perusahaan sebisa mungkin menggunakan data pasar yang dapat diobservasi. Apabila nilai wajar aset atau liabilitas tidak dapat diobservasi secara langsung, Perusahaan menggunakan teknik penilaian yang sesuai dengan keadaannya dan memaksimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi.

Perpindahan antara level hirarki nilai wajar diakui oleh Perusahaan pada akhir periode pelaporan dimana perpindahan terjadi.

2.f. Kas dan Setara Kas

Kas dan setara kas terdiri dari saldo kas dan bank, serta deposito berjangka yang jatuh tempo dalam waktu 3 (tiga) bulan atau kurang sejak tanggal penempatan dan tidak digunakan sebagai jaminan atau dibatasi penggunaannya.

Dalam komponen setara kas tidak termasuk deposito berjangka yang dijadikan jaminan pada bank walaupun jatuh temponya tidak lebih dari 3 (tiga) bulan. Deposito yang bersangkutan disajikan dalam kelompok aset lancar sepanjang penjaminan tersebut meliputi periode tidak lebih dari satu tahun dari tanggal laporan posisi keuangan.

2.g. Persediaan

Persediaan dicatat dengan menggunakan metode rata-rata tertimbang. Persediaan terdiri dari suku cadang kereta, kartu tiket, bahan pelumas dan bahan bakar.

measurement are observable and the significance of the inputs to the fair value measurement in its entirety:

- (i) Quoted prices (unadjusted) in active markets for identical assets or liabilities that can be accessed at the measurement date (Level 1)
- (ii) Inputs other than quoted prices included in Level 1 that are observable for the assets or liabilities, either directly or indirectly (Level 2)
- (iii) Unobservable inputs for the assets or liabilities (Level 3)

When measuring the fair value of an asset or a liability, the Company uses market observable data to the extent possible. If the fair value of an asset or a liability is not directly observable, the Company uses valuation techniques appropriate in the circumstances and maximizes the use of relevant observable inputs and minimizes the use of unobservable inputs.

Transfers between levels of the fair value hierarchy are recognized by the Company at the end of the reporting period during which the change occurred.

2.f. Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand and in banks, and time deposits with original maturities within 3 (three) months or less and not pledged as collateral or restricted in use.

The components of cash equivalents include time deposits are not pledged as collateral for bank although maturities of not more than 3 (three) months. Deposit is presented in the current assets of the guarantee covers a period not exceeding one year from the balance sheet date.

2.g. Inventories

Inventory is recorded using the weighted average method. Inventories consist of train spareparts, ticket, lubricants and fuels.

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Dalam biaya perolehan suku cadang dan perlengkapan termasuk biaya yang dikeluarkan untuk memperoleh dan mengirimkan suku cadang dan pada lokasi dan kondisi siap digunakan.

Penyisihan persediaan usang ditentukan berdasarkan hasil penelaahan terhadap kondisi persediaan pada tanggal laporan posisi keuangan.

2.h. Biaya Dibayar Dimuka

Biaya dibayar di muka diamortisasi selama manfaat masing-masing biaya dengan menggunakan metode garis lurus.

2.i. Pendapatan Diterima Dimuka

Pendapatan diterima di muka atas pemakaian ruang iklan diamortisasi selama masa kontrak pemakaian dengan menggunakan metode garis lurus dan pendapatan diterima dimuka atas Kartu Multi Trip (KMT) berkurang apabila penumpang menggunakan untuk perjalanan. Bagian tidak lancar atas pendapatan diterima dimuka disajikan sebagai bagian dari "liabilitas jangka panjang" pada laporan posisi keuangan.

2.j. Penyertaan Saham

Penyertaan saham merupakan penanaman dana dalam bentuk saham pada perusahaan non-publik yang bergerak di bidang penyelenggara jasa sistem pembayaran untuk tujuan jangka panjang.

Investasi dengan persentase kepemilikan di bawah 20% dan tidak memiliki pengaruh yang signifikan diukur pada FVTPL diukur pada nilai wajarnya. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar aset keuangan diakui dalam laba rugi.

2.k. Aset Tetap

Seluruh aset tetap awalnya diakui sebesar biaya perolehan yang terdiri atas harga perolehan dan biaya-biaya tambahan yang dapat diatribusikan langsung untuk membawa aset tersebut ke lokasi dan kondisi yang diinginkan supaya aset tersebut siap digunakan sesuai dengan maksud manajemen.

Apabila relevan, biaya perolehan juga dapat mencakup estimasi awal biaya pembongkaran dan pemindahan aset tetap dan restorasi lokasi aset tetap, kewajiban

The cost of spare parts and equipment include cost to purchase and deliver spare parts to the location and cost to make the inventories ready for use.

Allowance for inventory obsolescence is defined based on analysis of inventory condition on the date of reporting of financial position.

2.h. Prepaid Expenses

Prepaid expenses are amortized over their beneficial periods by using the straight-line method.

2.i. Unearned Revenues

Unearned revenues from usage of advertising space are amortized over the usage term using the straight-line method and unearned revenue from Multi Trip Card (KMT) is deducted when passenger use for the fare. The non-current portion of unearned revenues is shown as part of "long term liabilities" in the statement of financial position.

2.j. Investment in Shares

Investments in shares represent investments in the form of shares of stock, in non-public companies engaged in payment system service providers held for long-term purposes.

Investments with an ownership interest below 20% and have no significant influence at FVTPL are measured at its fair value. Gains or losses arising from a change in the fair value of financial assets are recognized in profit or loss.

2.k. Fixed Assets

All fixed assets are initially recognized at cost which comprises its purchase price and any costs directly attributable in bringing the assets to the location and condition necessary for the assets to be capable of operating in the manner intended by management.

When applicable, the cost may also comprises the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the

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tersebut timbul ketika aset tetap diperoleh atau sebagai konsekuensi penggunaan aset tetap selama periode tertentu untuk tujuan selain untuk memproduksi persediaan selama periode tersebut.

Setelah pengakuan awal, aset tetap dinyatakan pada biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

Penyusutan aset tetap, kecuali tanah tidak disusutkan, dimulai pada saat aset tersebut siap untuk digunakan sesuai maksud penggunaannya dan dihitung dengan menggunakan metode garis lurus berdasarkan estimasi umur manfaat ekonomis sebagai berikut:

Kelompok Aset Tetap	Masa Manfaat (Tahun)/ Useful Lives (Year)	Fixed Assets Group
Sarana gerak	15	Train
Prasarana	5 - 40	Infrastructure
Bangunan	20	Building
Fasilitas	4 - 40	Facilities

Aset tetap yang dikonstruksi sendiri disajikan sebagai bagian aset tetap sebagai aset tetap dalam penyelesaian dan dinyatakan sebesar biaya perolehannya. Semua biaya, termasuk biaya pinjaman, yang terjadi sehubungan dengan konstruksi aset tersebut dikapitalisasi sebagai bagian dari biaya perolehan aset tetap dalam konstruksi. Biaya perolehan aset tetap dalam konstruksi tidak termasuk setiap laba internal, jumlah tidak normal dari biaya pemborosan yang terjadi dalam pemakaian bahan baku, tenaga kerja atau sumber daya lain.

Akumulasi biaya perolehan akan dipindahkan ke masing-masing pos aset tetap yang sesuai pada saat aset tersebut selesai dikerjakan atau siap digunakan dan disusutkan sejak beroperasi.

Biaya perbaikan dan pemeliharaan dibebankan pada laporan laba rugi pada saat terjadinya pemugaran dan penambahan dalam jumlah signifikan dikapitalisasi. Aset tetap yang sudah tidak digunakan lagi atau dijual, biaya perolehan serta akumulasi penyusutan dan amortisasi dikeluarkan dari kelompok aset tetap yang bersangkutan dan laba atau rugi yang terjadi dibukukan dalam laporan laba rugi tahun yang bersangkutan.

obligation for which an entity incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.

Subsequent to initial recognition, fixed assets are carried at cost less any subsequent accumulated depreciation and impairment losses.

Depreciation of fixed assets, unless land is not depreciated, and start when it is available for use and is computed using the straight-line method based on the estimated useful live of the assets as follows:

Self-constructed of fixed assets are presented as part of the fixed assets under asset in progress and are stated at its cost. All costs, including borrowing costs, incurred in relation with the construction of these assets are capitalized as part of the cost of assets in construction. Cost of assets in construction shall exclude any internal profits, cost of abnormal amounts of wasted material, labour, or other resources incurred.

The accumulated costs will be transferred to the respective fixed assets items at the time the asset is completed or ready for use and are depreciated since the operation.

The cost of repairs and maintenance are charged to the statement of profit or loss as incurred and betterments are capitalized. Fixed assets are retired or sold, the cost and accumulated depreciation and amortization are removed from the fixed asset accounts and gain or loss is reflected in the income statement for the year.

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Nilai tercatat dari suatu aset tetap dihentikan pengakuannya pada saat pelepasan atau ketika tidak terdapat lagi manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan tersebut (yang ditentukan sebesar selisih antara jumlah hasil pelepasan neto, jika ada, dan jumlah tercatatnya) dimasukkan dalam laba rugi pada saat penghentian pengakuan tersebut dilakukan.

Pada akhir periode pelaporan, nilai residu, umur manfaat dan metode penyusutan dievaluasi dan disesuaikan secara prospektif jika terjadi perubahan.

2.l. Aset Takberwujud

Lisensi dan perangkat lunak yang diperoleh dikapitalisasi berdasarkan biaya-biaya yang terjadi untuk memperoleh dan mempersiapkannya hingga siap digunakan. Biaya-biaya ini diamortisasi dengan menggunakan metode garis lurus berdasarkan estimasi manfaat 4 tahun.

Biaya pengurusan perpanjangan atau pembaharuan legal hak atas tanah diakui sebagai aset takberwujud dan diamortisasi sepanjang umur hukum hak.

2.m. Penurunan Nilai Aset Non-Keuangan

Pada setiap akhir periode pelaporan, Perusahaan menilai apakah terdapat indikasi aset mengalami penurunan nilai. Jika terdapat indikasi tersebut, Perusahaan mengestimasi jumlah terpulihkan aset tersebut. Jumlah terpulihkan ditentukan atas suatu aset individual, dan jika tidak memungkinkan, Perusahaan menentukan jumlah terpulihkan dari unit penghasil kas dari aset tersebut.

Jumlah terpulihkan adalah jumlah yang lebih tinggi antara nilai wajar dikurangi biaya pelepasan dengan nilai pakainya. Nilai pakai adalah nilai kini dari arus kas yang diharapkan akan diterima dari aset atau unit penghasil kas. Nilai kini dihitung dengan menggunakan tingkat diskonto sebelum pajak yang mencerminkan nilai waktu uang dan risiko spesifik atas aset atau unit yang penurunan nilainya diukur.

The carrying amount of an item of fixed assets is derecognized on disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from derecognition (that determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item) is included in profit or loss when item is derecognized.

The residual values, useful lives and methods of depreciation of assets are reviewed and adjusted prospectively, if appropriate, at the end of reporting period.

2.l. Intangible Assets

Licenses and software are capitalized on the basis of the cost incurred to acquire and to prepare the assets for intended use. These costs are amortized using the straight-line method over the estimated useful life of 4 years.

The cost of maintaining an extension or renewal of legal title to land is recognized as an intangible asset and amortized over the life of the legal entitlement.

2.m. Impairment of Non-Financial Assets

At the end of each reporting period, the Company assess whether there is any indication that an asset may be impaired. If any such indication exists, the Company shall estimate the recoverable amount of the asset. Recoverable amount is determined for an individual asset, if its is not possible, the Company determines the recoverable amount of the asset's cash-generating unit.

The recoverable amount is the higher of fair value less costs to sell and its value in use. Value in use is the present value of the estimated future cash flows of the asset or cash generating unit. Present values are computed using pre-tax discount rates that reflect the time value of money and the risks specific to the asset or unit whose impairment is being measured.

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Jika, dan hanya jika, jumlah terpulihkan aset lebih kecil dari jumlah tercatatnya, maka jumlah tercatat aset diturunkan menjadi sebesar jumlah terpulihkan. Penurunan tersebut adalah rugi penurunan nilai dan segera diakui dalam laba rugi.

Rugi penurunan nilai yang telah diakui dalam periode sebelumnya untuk aset selain *goodwill* dibalik jika, dan hanya jika, terdapat perubahan estimasi yang digunakan untuk menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai terakhir diakui. Jika demikian, jumlah tercatat aset dinaikan ke jumlah terpulihkannya. Kenaikan ini merupakan suatu pembalikan rugi penurunan nilai.

If, and only if, the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset shall be reduced to its recoverable amount. The reduction is an impairment loss and is recognized immediately in profit or loss.

An impairment loss recognized in prior period for an asset other than goodwill is reversed if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognized. If this is the case, the carrying amount of the asset shall be increased to its recoverable amount. That increase is a reversal of an impairment loss.

2.n. Sewa

Pada tanggal inisiasi suatu kontrak, Perusahaan menilai apakah suatu kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan, atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan suatu aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan. Untuk menilai apakah suatu kontrak memberikan hak untuk mengendalikan suatu aset identifikasian, Perusahaan menilai apakah:

- a. Kontrak melibatkan penggunaan suatu aset identifikasian – ini dapat ditentukan secara eksplisit atau implisit dan secara fisik dapat dibedakan atau mewakili secara substansial seluruh kapasitas aset yang secara fisik dapat dibedakan. Jika pemasok memiliki hak substitusi substantif, maka aset tersebut tidak teridentifikasi;
- b. Perusahaan memiliki hak untuk memperoleh secara substansial seluruh manfaat ekonomis dari penggunaan aset selama periode penggunaan; dan
- c. Perusahaan memiliki hak untuk mengarahkan penggunaan aset identifikasian. Perusahaan memiliki hak ini ketika hak pengambilan keputusan yang paling relevan untuk mengubah bagaimana dan untuk tujuan apa aset tersebut digunakan. Dalam kondisi tertentu di mana semua keputusan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya, Perusahaan memiliki hak untuk mengarahkan penggunaan aset tersebut jika:

2.n. Lease

At inception of a contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether:

- a. *The contract involves the use of an identified asset – this may be specified explicitly or implicitly and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has the substantive substitution right, then the asset is not identified;*
- b. *The Company has the right to obtain substantially all the economic benefits of the use of assets during the period of use; and*
- c. *The Company has the right to direct the use of the identified asset. The Company has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used. In certain circumstances where all the decisions about how and for what purpose the asset is used are predetermined, the Company has the right to direct the use of the asset if either:*

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- Perusahaan memiliki hak untuk mengoperasikan aset; atau
- Perusahaan mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan.

Pada tanggal insepisi atau pada saat penilaian kembali suatu kontrak yang mengandung suatu komponen sewa, Perusahaan mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa.

Pembayaran sewa yang termasuk dalam indeks utang sewa meliputi: pembayaran sewa tetap, sewa variabel yang bergantung pada indeks, jumlah yang akan dibayarkan dalam jaminan nilai residu dan harga eksekusi opsi beli, opsi perpanjangan atau penalti penghentian jika Perusahaan cukup pasti akan mengeksekusi opsi tersebut.

Perusahaan mengakui aset hak-guna dan liabilitas sewa pada tanggal dimulainya sewa. Aset hak-guna awalnya diukur pada biaya perolehan, yang terdiri dari jumlah pengukuran awal dari liabilitas sewa disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan, dan estimasi biaya untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar atau tempat di mana aset berada, dikurangi insentif sewa yang diterima.

Setelah tanggal permulaan, Perusahaan mengukur aset hak-guna dengan model biaya, yaitu biaya perolehan dikurangi akumulasi penyusutan dan akumulasi kerugian penurunan nilai, serta disesuaikan dengan pengukuran kembali liabilitas sewa. Aset hak-guna disusutkan dengan menggunakan metode garis lurus.

Jika sewa mengalihkan kepemilikan aset pendasar pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan penyewa akan mengeksekusi opsi beli, maka penyewa menyusutkan aset hak-guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar, yang mengacu pada ketentuan masa

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- The Company has the right to operate the asset; or
- The Company designed the asset in a way that predetermines how and for what purpose the asset will be used.

At inception date or on reassessment of a contract that contains a lease component, the Company allocates consideration in the contract to each lease component on the basis of their relative stand-alone prices.

Lease payments included in the measurement of the lease liability comprise the following: fixed payments, variable lease payments that depend on an index, amounts expected to be payable under a residual value guarantee and the exercise price under a purchase option, optional renewal period or penalties for early termination of a lease unless the Company is reasonably certain not to terminate early.

The Company recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

After the commencement date, the Company measures the right-of-use assets under the cost model, which is cost less accumulated depreciation and accumulated impairment losses and adjusted for remeasurement of lease liabilities. Right-of-use asset depreciated using straight line method.

If the lease transfers ownership of the underlying asset to the lessee by the end of the lease term or if the cost of the right-of-use asset reflects that the lessee will exercise a purchase option, the lessee shall depreciate the right-of-use asset from the commencement date to the end of the useful life of the underlying asset, which refers to

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manfaat aset tetap. Jika tidak, maka aset hak-guna disusutkan dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Liabilitas sewa awalnya diukur pada nilai kini atas pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan menggunakan suku bunga implisit dalam sewa atau, jika suku bunga tersebut tidak dapat ditentukan, digunakan suku bunga pinjaman inkremental Perusahaan. Umumnya, Perusahaan menggunakan suku bunga pinjaman inkremental sebagai suku bunga diskonto.

Setelah tanggal permulaan, Perusahaan mengukur liabilitas sewa dengan:

- Meningkatkan jumlah tercatat untuk merefleksikan bunga atas liabilitas sewa;
- Mengurangi jumlah tercatat untuk merefleksikan sewa yang telah dibayar;
- Mengukur kembali jumlah tercatat untuk merefleksikan penilaian kembali atau modifikasi sewa atau untuk merefleksikan pembayaran sewa tetap secara substansi revision.

Liabilitas sewa diukur kembali ketika ada perubahan pembayaran sewa masa depan yang timbul dari perubahan indeks atau suku bunga, jika ada perubahan estimasi Perusahaan atas jumlah yang diperkirakan akan dibayar dalam jaminan nilai residual, atau jika Perusahaan mengubah penilaiannya apakah akan mengeksekusi opsi beli, perpanjangan atau penghentian.

Ketika liabilitas sewa diukur kembali dengan cara ini, penyesuaian terkait dilakukan terhadap jumlah tercatat aset hak-guna, atau dicatat dalam laba rugi jika jumlah tercatat aset hak-guna telah berkurang menjadi nol.

Selanjutnya, pembayaran atas kontrak yang termasuk ke dalam pengecualian, yakni pembayaran atas sewa jangka pendek dan sewa aset bernilai rendah diakui pada metode garis lurus dan dibebankan pada laba rugi. Pembayaran sewa terkait dengan sewa yang dikecualikan tersebut diakui sebagai beban dengan menggunakan metode garis lurus selama masa sewa.

the terms of the useful life of the fixed asset. Otherwise, the lessee shall depreciate the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

The lease liability is initially measured at the present value of the lease payments that are not yet paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, The Company incremental borrowing rate. Generally, The Company uses its incremental borrowing rate as the discount rate.

After the commencement date, the Group shall measure the lease liability by:

- Increasing the carrying amount to reflect interest on the lease liability;*
- Reducing the carrying amount to reflect the lease payments made; and*
- Remeasuring the carrying amount to reflect any reassessment or lease modifications, or to reflect revised in-substance fixed lease payments.*

It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Company estimate of the amount expected to be payable under a residual value guarantee, or if the Company changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use assets or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Furthermore, payments associated with contracts included in the exception, which are payments associated with all short-term leases and certain leases of all low-value assets are recognized on a straight-line basis as an expense in profit or loss. The lease payments associated with those leases will be recognized as an expense on a straight-line basis over the lease term.

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2.o. Liabilitas Imbalan Kerja

Imbalan Kerja Jangka Pendek

Imbalan kerja jangka pendek diakui ketika pekerja telah memberikan jasanya dalam suatu periode akuntansi, sebesar jumlah tidak terdiskonto dari imbalan kerja jangka pendek yang diharapkan akan dibayar sebagai imbalan atas jasa tersebut.

Imbalan kerja jangka pendek mencakup antara lain upah, gaji, bonus dan insentif.

Imbalan Pascakerja

Imbalan pascakerja seperti pensiun, uang pisah dan uang penghargaan masa kerja dihitung berdasarkan Undang-Undang Cipta Kerja No. 11/2020 ("UU 11/2020") dan Undang-Undang Ketenagakerjaan No.13/2003 ("UU 13/2003").

Perusahaan mengakui jumlah liabilitas imbalan pasti neto sebesar nilai kini kewajiban imbalan pasti pada akhir periode pelaporan dikurangi nilai wajar aset program yang dihitung oleh aktuaris independen dengan menggunakan metode *Projected Unit Credit*. Nilai kini kewajiban imbalan imbalan pasti ditentukan dengan mendiskontokan imbalan tersebut.

Perusahaan mencatat tidak hanya kewajiban hukum berdasarkan persyaratan formal program imbalan pasti, tetapi juga kewajiban konstruktif yang timbul dari praktik informal entitas.

Biaya jasa kini, biaya jasa lalu dan keuntungan atau kerugian atas penyelesaian, serta bunga neto atas liabilitas (aset) imbalan pasti neto diakui dalam laba rugi.

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto yang terdiri dari keuntungan dan kerugian aktuarial, imbal hasil atas aset program dan setiap perubahan dampak batas atas aset diakui sebagai penghasilan komprehensif lain.

Pesangon

Perusahaan mengakui pesangon sebagai liabilitas dan beban pada tanggal yang lebih awal di antara:

- a) Ketika Perusahaan tidak dapat lagi menarik tawaran atas imbalan tersebut; dan

2.o. Employee Benefit Liabilities

Short-term Employee Benefits

Short-term employee benefits are recognized when an employee has rendered service during accounting period, at the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service.

Short term employee benefits include wages, salaries, bonus and incentive.

Post-employment Benefits

Post-employment benefits such as retirement, severance and service payments are calculated based on Job Creation Law No. 11/2020 (Law 11/2020) Labor Law No. 13/2003 ("Law 13/2003").

The Company recognizes the amount of the net defined benefit liability at the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets which calculated by independent actuaries using the Projected Unit Credit method. Present value benefit obligation determine by discounting the benefit.

The Company accounts not only for its legal obligation under the formal terms of a defined benefit plan, but also for any constructive obligation that arises from the entity's informal practices.

Current service cost, past service cost and gain or loss on settlement, and net interests on the net defined benefit liability (asset) are recognized in profit or loss.

The remeasurement of the net defined benefit liability (assets) comprises actuarial gains and losses, return on plan assets, and any change in effect of the asset ceiling are recognized in other comprehensive income.

Termination Benefits

The Company recognizes a liability and expense for termination benefits at the earlier of the following dates:

- a) *When the Company can no longer withdraw the offer of those benefits;* and

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- b) Ketika Perusahaan mengakui biaya untuk restrukturisasi yang berada dalam ruang lingkup PSAK 57 dan melibatkan pembayaran pesangon.

Perusahaan mengukur pesangon pada saat pengakuan awal, dan mengukur dan mengakui perubahan selanjutnya, sesuai dengan sifat imbalan kerja.

Jaminan pesangon bagi pegawai dikelola melalui PT Asuransi Jiwasraya.

2.p. Pengakuan Pendapatan dan Beban

Dalam menentukan pengakuan pendapatan, Perusahaan melakukan analisa transaksi melalui lima langkah analisa berikut:

1. Kontrak telah disetujui oleh pihak-pihak terkait dalam kontrak
 - Perusahaan bisa mengidentifikasi hak dari pihak-pihak terkait dan jangka waktu pembayaran dari barang atau jasa yang akan dialihkan;
 - Kontrak memiliki substansi komersial;
 - Besar kemungkinan entitas akan menerima imbalan atas barang atau jasa yang dialihkan.
2. Mengidentifikasi kewajiban pelaksanaan dalam kontrak, untuk menyerahkan barang atau jasa yang memiliki karakteristik yang berbeda ke pelanggan.
3. Menentukan harga transaksi, setelah dikurangi diskon, retur, insentif penjualan, pajak penjualan barang mewah, pajak pertambahan nilai dan pungutan ekspor, yang berhak diperoleh suatu entitas sebagai kompensasi atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan.
4. Mengalokasikan harga transaksi kepada setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual dari setiap barang atau jasa yang dijanjikan di kontrak.
5. Mengakui pendapatan ketika kewajiban pelaksanaan telah dipenuhi (sepanjang waktu atau pada suatu waktu tertentu).

- b) *When the Company recognizes costs for a restructuring that is within the scope of PSAK 57 and involves payment of termination benefits.*

The Company measures termination benefits on initial recognition, and measures and recognizes subsequent changes, in accordance with the nature of the employee benefits.

Granted severance pay in to the employees managed by PT Asuransi Jiwasraya.

2.p. Revenue and Expense Recognition

In determining revenue recognition, the Company perform analysis transaction through the following five steps of assessment:

1. *The contract has been agreed by the parties involved in the contract*
 - *The Company can identify the rights of relevant parties and the term of payment for the goods or services to be transferred;*
 - *The contract has commercial substance;*
 - *It is probable that the Group will receive benefits for the goods or services transferred.*
2. *Identify the performance obligations in the contract, to transfer distinctive goods or services to the customer.*
3. *Determine the transaction price, net of discounts, returns, sales incentives, luxury sales tax, value added tax and export duty, which an entity expects to be entitled in exchange for transferring promised goods or services to a customer.*
4. *Allocate the transaction price to each performance obligation on the basis of the selling prices of each goods or services promised in the contract.*
5. *Recognize revenue when performance obligation is satisfied (over time or at a point in time).*

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Kewajiban pelaksanaan dapat dipenuhi dengan cara sebagai berikut:

- Suatu titik waktu (umumnya janji untuk menyerahkan barang ke pelanggan); atau
- Suatu periode waktu (umumnya janji untuk menyerahkan jasa ke pelanggan). Untuk kewajiban pelaksanaan yang dipenuhi dalam suatu periode waktu, Perusahaan memilih ukuran penyelesaian yang sesuai untuk penentuan jumlah pendapatan yang dapat diakui karena telah terpenuhinya kewajiban pelaksanaan.

Suatu kewajiban kinerja dipenuhi pada suatu titik waktu kecuali jika memenuhi salah satu kriteria berikut, dalam hal ini dipenuhi dari waktu ke waktu:

- Pelanggan secara bersamaan menerima dan menggunakan manfaat yang diberikan oleh kinerja Perusahaan sebagaimana yang dilakukan Perusahaan;
- Kinerja Perusahaan menciptakan atau meningkatkan aset yang dikendalikan pelanggan saat aset itu dibuat atau ditingkatkan; dan
- Kinerja Perusahaan tidak menciptakan aset dengan penggunaan alternatif untuk Perusahaan dan Perusahaan memiliki hak yang dapat diberlakukan atas pembayaran untuk kinerja yang diselesaikan hingga saat ini.

Pengakuan Beban

Beban diakui pada saat terjadinya (metode akrual), kecuali merupakan aset yang terkait dengan aktivitas kontrak masa depan.

Biaya yang secara langsung berhubungan dengan kontrak, menghasilkan sumber daya untuk memenuhi kontrak ("biaya untuk memenuhi") atau penambahan untuk mendapatkan kontrak ("biaya untuk memperoleh") dan diharapkan dapat dipulihkan. Beban tersebut dengan demikian memenuhi syarat kapitalisasi berdasarkan PSAK 72: Pendapatan dari Kontrak dengan Pelanggan dan dicatat sebagai aset lancar lainnya. Beban tersebut diamortisasi dengan cara sistematis sejalan dengan penyerahan barang atau jasa yang terkait dengan aset tersebut.

A performance obligation may be satisfied at the following:

- *A point in time (typically for promises to transfer goods to a customer); or*
- *Over time (typically for promises to transfer services to a customer). For a performance obligation satisfied over time, the Company selects an appropriate measure of progress to determine the amount of revenue that can be recognized as the performance obligation is satisfied.*

A performance obligation is satisfied at a point in time unless it meets one of the following criteria, in which case it is satisfied over time:

- *The Company simultaneously receives and consumes the benefits provided by the Company's performance as the Company performs;*
- *The Company's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; and*
- *The Company's performance does not create an asset with an alternative use to the Company and the Company has an enforceable right to payment for performance completed to date.*

Expense Recognition

Expenses are recognized as incurred (accrual basis), unless they create an asset related to future contract activity.

The costs that directly relate to the contract generate resources to satisfy the contract ("cost to fulfill") or is incremental on obtaining a contract ("cost to obtain") and are expected to be recovered. These costs are therefore eligible for capitalization under PSAK 72: Revenue from Contracts with Customers and recognized as other current assets. Such cost will be amortized on a systematic basis that is consistent with the transfer of the goods or services to which such asset relates.

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2.q. Pengakuan pendapatan kompensasi dan beban sewa penggunaan prasarana pemerintah

- 1) Pendapatan kompensasi *Public Service Obligation* (PSO) yang diperoleh dari Pemerintah disajikan dalam laporan laba rugi sebagai pendapatan Kompensasi Pemerintah (PSO).
- 2) Pendapatan kompensasi PSO diakui secara akrual yang dibatasi oleh penyediaan anggaran yang tertuang di anggaran Pemerintah (berdasarkan DIPA).
- 3) Beban penggunaan prasarana milik Pemerintah (TAC) yang dibayarkan kepada Pemerintah menjadi penambah beban operasi langsung tetap dan diakui saat terjadinya.

2.r. Pajak Penghasilan

Beban pajak adalah jumlah gabungan pajak kini dan pajak tangguhan yang diperhitungkan dalam menentukan laba rugi pada suatu periode. Pajak kini dan pajak tangguhan diakui dalam laba rugi, kecuali pajak penghasilan yang timbul dari transaksi atau peristiwa yang diakui dalam penghasilan komprehensif lain atau secara langsung di ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam penghasilan komprehensif lain atau ekuitas.

Jumlah pajak kini untuk periode berjalan dan periode sebelumnya yang belum dibayar diakui sebagai liabilitas. Jika jumlah pajak yang telah dibayar untuk periode berjalan dan periode-periode sebelumnya melebihi jumlah pajak yang terutang untuk periode tersebut, maka kelebihanannya diakui sebagai aset. Liabilitas (aset) pajak kini untuk periode berjalan dan periode sebelumnya diukur sebesar jumlah yang diperkirakan akan dibayar kepada (direstitusi dari) otoritas perpajakan, yang dihitung menggunakan tarif pajak (dan undang-undang pajak) yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan.

Manfaat terkait dengan rugi pajak yang dapat ditarik untuk memulihkan pajak kini dari periode sebelumnya diakui sebagai aset. Aset pajak tangguhan diakui untuk akumulasi rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan sepanjang kemungkinan besar laba kena

2.q. The recognition of compensation income and rent expenses of government's infrastructure

- 1) Compensation income of *Public Service Obligation* (PSO) received from the Government presented in the statement of profit or loss as Government Compensation.
- 2) The PSO compensation income obtained from the Government is recognized in accrual method that limited by budget stipulated in the Government budget (based on DIPA).
- 3) The rental expenses of railroad infrastructure (TAC) which is paid to the Government is recorded as the additional of fixed direct operation expense and recognized at the time incurred.

2.r. Income Taxes

Tax expense is the aggregate amount included in the determination of profit or loss for the period in respect of current tax and deferred tax. Current tax and deferred tax is recognized in profit or loss, except for income tax arising from transactions or events that are recognized in other comprehensive income or directly in equity. In this case, the tax is recognized in other comprehensive income or equity, respectively.

Current tax for current and prior periods shall, to the extent unpaid, be recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess shall be recognised as an asset. Current tax liabilities (assets) for the current and prior periods shall be measured at the amount expected to be paid to (recovered from) the taxation authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Tax benefits relating to tax loss that can be carried back to recover current tax of a previous periods is recognized as an asset. Deferred tax asset is recognized for the carryforward of unused tax losses and unused tax credit to the extent that it is probable that future taxable profit will be

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pajak masa depan akan tersedia untuk dimanfaatkan dengan rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan.

Seluruh perbedaan temporer kena pajak diakui sebagai liabilitas pajak tangguhan, kecuali perbedaan temporer kena pajak yang berasal dari:

- a) pengakuan awal *goodwill*; atau
- b) pengakuan awal aset atau liabilitas dari transaksi yang bukan kombinasi bisnis dan pada saat transaksi tidak mempengaruhi laba akuntansi atau laba kena pajak (rugi pajak).

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer dapat dikurangkan sepanjang kemungkinan besar laba kena pajak akan tersedia sehingga perbedaan temporer dapat dimanfaatkan untuk mengurangi laba dimaksud, kecuali jika aset pajak tangguhan timbul dari pengakuan awal aset atau pengakuan awal liabilitas dalam transaksi yang bukan kombinasi bisnis dan pada saat transaksi tidak mempengaruhi laba akuntansi atau laba kena pajak (rugi pajak).

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan berlaku ketika aset dipulihkan atau liabilitas diselesaikan, berdasarkan tarif pajak (dan peraturan pajak) yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan. Pengukuran aset dan liabilitas pajak tangguhan mencerminkan konsekuensi pajak yang sesuai dengan cara Perusahaan memperkirakan, pada akhir periode pelaporan, untuk memulihkan atau menyelesaikan jumlah tercatat aset dan liabilitasnya.

Jumlah tercatat aset pajak tangguhan ditelaah ulang pada akhir periode pelaporan. Perusahaan mengurangi jumlah tercatat aset pajak tangguhan jika kemungkinan besar laba kena pajak tidak lagi tersedia dalam jumlah yang memadai untuk mengkompensasikan sebagian atau seluruh aset pajak tangguhan tersebut. Setiap pengurangan tersebut dilakukan pembalikan atas aset pajak tangguhan hingga kemungkinan besar laba kena pajak yang tersedia jumlahnya memadai.

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available against which the unused tax losses and unused tax credits can be utilized.

A deferred tax liability shall be recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from:

- a) the initial recognition of goodwill; or*
- b) the initial recognition of an asset or liability in a transaction which is not a business combination and at the time of the transaction, affects neither accounting profit nor taxable profit (tax loss).*

A deferred tax asset shall be recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised, unless the deferred tax asset arises from the initial recognition of an asset or liability in a transaction that is not a business combination and at the time of the transaction affects neither accounting profit nor taxable profit (tax loss).

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and deferred tax assets shall reflect the tax consequences that would follow from the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

The carrying amount of a deferred tax asset reviewed at the end of each reporting period. The Company shall reduce the carrying amount of a deferred tax asset to the extent that it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or all of that deferred tax asset to be utilised. Any such reduction shall be reversed to the extent that it becomes probable that sufficient taxable profit will be available.

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Perusahaan melakukan saling hapus aset pajak tangguhan dan liabilitas pajak tangguhan jika dan hanya jika:

- a) Perusahaan memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus aset pajak kini terhadap liabilitas pajak kini; dan
- b) aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama atas:
 - i. entitas kena pajak yang sama; atau
 - ii. entitas kena pajak yang berbeda yang bermaksud untuk memulihkan aset dan liabilitas pajak kini dengan dasar neto, atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan dimana jumlah signifikan atas aset atau liabilitas pajak tangguhan diperkirakan untuk diselesaikan atau dipulihkan.

Perusahaan melakukan saling hapus atas aset pajak kini dan liabilitas pajak kini jika dan hanya jika, Perusahaan:

- a) memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang diakui; dan
- b) bermaksud untuk menyelesaikan dengan dasar neto atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

The Company offset deferred tax assets and deferred tax liabilities if, and only if:

- a) *the Company has a legally enforceable right to set off current tax assets against current tax liabilities; and*
- b) *the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority on either:*
 - i. *the same taxable entity; or*
 - ii. *different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.*

The Company offset current tax assets and current tax liabilities if, and only if, the Company:

- a) *has legally enforceable right to set off the recognized amounts, and*
- b) *intends either to settle on a net basis, or to realize the assets and settle liabilities simultaneously.*

3. Penerapan Standar Akuntansi Keuangan (PSAK) Baru dan Revisi serta Interpretasi Standar Akuntansi Keuangan (ISAK)

Berikut adalah standar baru, perubahan atas standar dan interpretasi standar yang telah diterbitkan oleh DSAK-IAI dan berlaku efektif untuk tahun buku yang dimulai pada atau setelah 1 Januari 2021, yaitu:

- PSAK 22 (Amendemen 2019): Kombinasi Bisnis tentang Definisi Bisnis;
- Amendemen PSAK 71, Amendemen PSAK 55, Amendemen PSAK 60, Amendemen PSAK 62 dan Amendemen PSAK 73 tentang Reformasi Acuan Suku Bunga – Tahap 2;
- PSAK 110 (Penyesuaian 2020): Akuntansi Sukuk;

3. Adoption of New and Revised Statement of Financial Standards (PSAK) and Interpretation of PSAK (ISAK)

The following are revision, amendments and adjustments of standards and interpretation of standard issued by DSAK - IAI and effectively applied for the year starting on or after January 1, 2021, namely:

- *PSAK 22 (Amendment 2019): Business Combinations regarding Definition of Business;*
- *Amendment PSAK 71, Amendment PSAK 55, Amendment PSAK 60, Amendment PSAK 62, and Amendment PSAK 73 regarding Interest Rate Benchmark Reform – Phase 2;*
- *PSAK 110 (Improvement 2020): Accounting for Sukuk;*

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- PSAK 111 (Penyesuaian 2020): Akuntansi Wa'd;
- PSAK 112: Akuntansi Wakaf;
- PSAK 1 (Penyesuaian Tahunan 2021): Penyajian Laporan Keuangan;
- PSAK 13 (Penyesuaian Tahunan 2021): Properti Investasi;
- PSAK 48 (Penyesuaian Tahunan 2021): Penurunan Nilai Aset;
- PSAK 66 (Penyesuaian Tahunan 2021): Pengaturan Bersama; dan
- ISAK 16 (Penyesuaian Tahunan 2021): Perjanjian Konsesi Jasa.

Implementasi standar-standar tersebut tidak memiliki dampak yang signifikan terhadap jumlah yang dilaporkan di periode berjalan atau tahun sebelumnya.

- PSAK 111 (Improvement 2020): Accounting for Wa'd; and
- PSAK 112: Accounting for Endowments;
- PSAK 1 (Annual Improvement 2021): Presentation of Financial Statements;
- PSAK 13 (Annual Improvement 2021): Investment Properties;
- PSAK 48 (Annual Improvement 2021): Impairment of Assets
- PSAK 66 (Annual Improvement 2021): Joint Arrangement; and
- ISAK 16 (Annual Improvement 2021): Service Concession Arrangements.

The implementation of the above standards had no significant effect on the amounts reported for the current period or prior financial year.

4. Sumber Ketidakpastian Estimasi dan Pertimbangan Akuntansi yang Penting

Pertimbangan

Penyusunan laporan keuangan Perusahaan mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontinjensi, pada akhir periode pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan berikutnya.

Estimasi dan asumsi

Asumsi utama masa depan dan sumber utama ketidakpastian estimasi yang lain pada tanggal pelaporan yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun berikutnya diungkapkan di bawah ini. Perusahaan mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan disusun. Asumsi dan situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi di luar kendali Perusahaan. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

4. Source of Estimation Uncertainty and Critical Accounting Judgment

Judgements

The preparation of the Company's financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and disclosure of contingent liabilities, at the end of the reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the asset and liability affected in future periods.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

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Cadangan kerugian penurunan nilai

Perusahaan menilai penurunan nilai pada aset keuangan dengan biaya perolehan yang diamortisasi pada setiap tanggal pelaporan. Dalam menentukan apakah rugi penurunan nilai harus dicatat dalam laba rugi, manajemen harus mempertimbangkan informasi yang wajar dan didukung yang tersedia tanpa biaya atau upaya berlebihan pada tanggal pelaporan mengenai peristiwa masa lalu, kondisi kini, dan perkiraan kondisi ekonomi masa depan. Perusahaan menerapkan pendekatan yang disederhanakan untuk mengukur kerugian kredit ekspektasian yang menggunakan *roll rate* dan *discounted cash flow* untuk menilai kas dan setara kas, dana yang dibatasi penggunaannya, piutang usaha dan piutang lain-lain. Nilai tercatat aset keuangan telah diungkapkan dalam Catatan 5, 6, 7 dan 8.

Pensiun dan imbalan kerja

Penentuan kewajiban dan biaya pensiun dan liabilitas imbalan kerja Perusahaan bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, tingkat pengunduran diri karyawan tahunan, tingkat kecacatan, umur pensiun, dan tingkat kematian. Hasil aktual yang berbeda dari asumsi yang ditetapkan Perusahaan diperlakukan sesuai dengan kebijakan yang dijelaskan pada Catatan 3. Sementara Perusahaan berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktual atau perubahan signifikan dalam asumsi yang ditetapkan Perusahaan dapat mempengaruhi secara material liabilitas diestimasi atas pensiun dan imbalan kerja dan beban imbalan kerja neto (Catatan 26).

Penyusutan aset tetap

Biaya perolehan aset tetap, kecuali tanah, disusutkan dengan menggunakan metode garis lurus berdasarkan estimasi masa manfaat ekonomisnya. Manajemen mengestimasi masa manfaat ekonomis aset tetap antara 4 sampai dengan 40 tahun.

Masa manfaat adalah umur yang secara umum diharapkan dalam industri di mana Perusahaan menjalankan bisnisnya. Perubahan tingkat pemakaian dan

Allowance for impairment loss

The Company assess their financial assets measured at amortized cost for impairment at each reporting date. In determining whether an impairment loss should be recorded in profit or loss, management makes a judgement as to whether there is reasonable and supportable information that is available without undue cost or effort about past events, current conditions and forecasts of future conditions. The Company applies simplified approach using roll rate dan discounted cash flow to measuring cash and equivalents, restricted fund, account receivables and other receivable. The carrying amounts of financial assets are disclosed in Notes 5, 6, 7 and 8.

Pension and employee benefits

The determination of the Company's cost for pension and employee benefits liabilities is depended on its selection of certain assumptions used by the independent actuaries in calculating such amounts. Those assumptions include, among others, discount rates, future annual salary increase, annual employee turnover rate, disability rate, retirement age and mortality rate. Actual results that differ from the Company's assumptions are treated in accordance with the policies as mentioned in Note 3. While the Company believes that its assumptions are reasonable and appropriate, significant differences in the Company's assumption may materially affect its estimated liabilities for pension and employee benefits and net employee benefits expense (Note 26).

Depreciation of fixed assets

The costs of fixed asset, except from land, are depreciated on the straight-line method over their estimated useful lives. Management estimates the useful lives of these fixed assets to be within 4 to 40 years.

The useful life represents the age generally expected in the industry in which the Company does business. Changes in the level of usage and technological

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perkembangan teknologi dapat mempengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan dan amortisasi masa depan mungkin direvisi. Nilai tercatat aset tetap diungkapkan dalam Catatan 12.

Penurunan nilai aset non-keuangan

Penurunan nilai muncul saat nilai tercatat aset atau unit penghasil kas melebihi nilai terpulihkannya, yang lebih besar antara nilai wajar dikurangi biaya untuk menjual dan nilai pakainya. Nilai wajar dikurangi biaya untuk menjual didasarkan pada ketersediaan data dari perjanjian penjualan yang mengikat yang dibuat dalam transaksi normal atas aset serupa atau harga pasar yang dapat diamati, dikurangi dengan biaya tambahan yang dapat diatribusikan dengan pelepasan aset.

Perhitungan nilai pakai didasarkan pada model arus kas yang didiskontokan. Proyeksi arus kas tidak termasuk aktivitas restrukturisasi yang belum ada perikatannya atau investasi signifikan di masa depan yang akan meningkatkan kinerja dari unit penghasil kas yang diuji. Nilai terpulihkan paling sensitif terhadap tingkat diskonto yang digunakan untuk model arus kas yang didiskontokan seperti halnya dengan arus kas masuk masa depan yang diharapkan dan tingkat pertumbuhan yang digunakan untuk tujuan ekstrapolasi. Manajemen berkeyakinan bahwa tidak diperlukan pencatatan kerugian penurunan nilai pada 31 Desember 2021 dan 2020.

Pajak penghasilan

Ketidakpastian atas interpretasi dari peraturan pajak yang kompleks, perubahan peraturan pajak dan jumlah dan timbulnya pendapatan kena pajak di masa depan, dapat menyebabkan penyesuaian di masa depan atas pendapatan dan beban pajak yang telah dicatat.

Pertimbangan signifikan dilakukan dalam menentukan provisi atau kelebihan bayar atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti dalam kegiatan usaha normal. Perusahaan mengakui aset atas pajak penghasilan badan berdasarkan estimasi bahwa nilai tambahan pajak penghasilan badan yang akan jatuh tempo lebih rendah dari kelebihan bayar pajak.

development can affect the economic useful life and the residual value of assets, and therefore future depreciation and amortization costs may be revised. The carrying amount of fixed assets is disclosed in Note 12.

Impairment of non-financial assets

An impairment exists when the carrying value of an asset or a cash gain unit exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell calculation is based on available data from bidding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing the asset.

The value in use calculation is based on a discounted cash flow model. The future cash flow projection does not include restructuring activities that the Company is not yet committed to or significant future investments that will enhance the asset's performance of the cash gain unit being tested. The recoverable amount is most sensitive to the discount rate used for the expected future cash inflows and the growth rate used for extrapolation purposes. The management believes that no impairment loss is required as of December 31, 2021 and 2020.

Income tax

Uncertainties over the interpretation of complex tax regulations, changes in tax laws, and the amount and timing of future taxable income, that could necessitate future adjustments to tax income and expense already recorded.

Significant judgment is undertaken to determine the provision or overpayment of corporate income tax. There are certain transactions and computations for which the ultimate tax determination is uncertain in the ordinary course of business. The Company recognized the assets on corporate income tax based on an estimate that any additional corporate income tax which will be due still lower than the amount of tax overpayment.

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Aset pajak tangguhan

Aset pajak tangguhan diakui atas seluruh beda temporer yang boleh dikurangkan sepanjang besar kemungkinannya bahwa penghasilan kena pajak akan tersedia sehingga rugi fiskal tersebut dapat digunakan. Estimasi signifikan oleh manajemen diharuskan dalam menentukan jumlah aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak serta strategi perencanaan pajak masa depan.

Deferred tax assets

Deferred tax assets are recognized for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the losses can be utilized. Significant estimation by management is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of future taxable profit together with future tax planning strategies.

5. Kas dan Setara Kas

5. Cash and Cash Equivalents

	2021 Rp	2020 Rp
Kas/Cash on Hand	6,039,799,700	9,012,530,900
Bank/Cash in Banks		
Pihak Berelasi/Related Parties (Catatan/Note 34)	892,300,304,261	581,994,120,560
Pihak Ketiga/Third Parties		
PT Bank Central Asia Tbk	14,663,392,409	15,518,929,046
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	1,547,047,940	44,242,826
PT Bank DKI	44,757,146	45,061,146
	<u>16,255,197,495</u>	<u>15,608,233,018</u>
Sub jumlah/Sub Total	<u>908,555,501,756</u>	<u>597,602,353,578</u>
Deposito on Call/Time Deposits on Call		
Pihak Ketiga/Third Party		
Bank Perkreditan Rakyat Syariah Baituridha Pusaka	--	5,000,000,000
Sub jumlah/Sub Total	--	5,000,000,000
Jumlah/Total	<u>914,595,301,456</u>	<u>611,614,884,478</u>
Dikurangi/Less:		
Cadangan Kerugian Penurunan Nilai/ Allowance for Impairment Losses	(9,676,611)	(1,072,123)
Jumlah - Bersih/Total - Net	<u>914,585,624,845</u>	<u>611,613,812,355</u>
Berdasarkan mata uang:	By currencies:	
	2021 Rp	2020 Rp
Kas/Cash on Hand		
Rupiah/Rupiah	6,039,799,700	9,012,530,900
Bank/Cash in Banks		
Rupiah/Rupiah	907,954,702,766	596,968,138,800
Yen Jepang/Japanese Yen	474,411,234	551,322,093
Dolar Amerika Serikat/United States Dollar	126,387,756	82,892,685
Deposito Berjangka/Time Deposits		
Rupiah/Rupiah	--	5,000,000,000
Jumlah/Total	<u>914,595,301,456</u>	<u>611,614,884,478</u>

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	2021 Rp	2020 Rp
Dikurangi/Less:		
Cadangan Kerugian Penurunan Nilai/ <i>Allowance for Impairment Losses</i>	(9,676,611)	(1,072,123)
Jumlah - Bersih/Total - Net	914,585,624,845	611,613,812,355

Tingkat suku bunga dan jangka waktu deposito berjangka adalah sebagai berikut:

Interest rates and maturity period of time deposit are as follows:

	2021	2020
Tingkat Bunga Deposito/ <i>Interest Rate of Deposits</i>	--	5,07% - 6,50%
Jangka Waktu/ <i>Period</i>	--	1 Bulan/ <i>Month</i>

Mutasi cadangan kerugian penurunan nilai:

Movements in allowance for impairment losses:

	2021 Rp	2020 Rp	
Saldo Awal	1,072,123	--	<i>Beginning Balance</i>
Dampak Penerapan Awal PSAK 71	--	270,011	<i>Impact on Initial Implementation of PSAK 71</i>
Penambahan (Catatan 32)	8,604,488	--	<i>Additional (Note 32)</i>
Pemulihan (Catatan 32)	--	802,112	<i>Recovery (Note 32)</i>
Saldo Akhir	9,676,611	1,072,123	<i>Ending Balance</i>

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai atas kas dan setara kas adalah cukup.

Management believes that the allowance for impairment on cash and cash equivalents is adequate.

6. Dana Dibatasi Penggunaannya

Dana dibatasi penggunaannya merupakan Giro yang dijaminkan untuk keperluan: pembukaan L/C impor, pembelian kereta rel listrik, suku cadang dan peralatan pemeliharaan sistem *brake* EMU 6000, EMU 8500/800, dana *floating* KMT (Catatan 22) dan jaminan pinjaman bank (Catatan 23) dengan rincian sebagai berikut:

6. Restricted Fund

Restricted funds are a current account that are pledged for the purpose of: opening the L/C import, electric train purchase, spare parts and maintenance equipment brake systems EMU 6000, EMU 8500/800, and floating money of KMT (Note 22), and bank loan guarantees (Note 23) with the following details:

	2021 Rp	2020 Rp	
Rekening Giro			Current Account
Pihak Berelasi (Catatan 34)	143,978,187,923	123,040,885,018	<i>Related Parties (Note 34)</i>
Pihak Ketiga			Third Party
PT Bank Central Asia Tbk			<i>PT Bank Central Asia Tbk</i>
Jaminan Pinjaman Bank	5,249,376,617	1,251,079,514	<i>Bank Loan Guarantees</i>
	5,249,376,617	1,251,079,514	
Sub jumlah	149,227,564,540	124,291,964,532	<i>Sub Total</i>
Jumlah	149,227,564,540	124,291,964,532	<i>Total Restricted Fund</i>
Dikurangi: Cadangan Kerugian Penurunan Nilai	(1,142,214,198)	(19,751,432)	<i>Less: Allowance for Impairment Losses</i>
Jumlah Bersih	148,085,350,342	124,272,213,100	<i>Total - Net</i>

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Mutasi cadangan kerugian penurunan nilai:

Movements in allowance for impairment losses:

	<u>2021</u> Rp	<u>2020</u> Rp	
Saldo Awal	19,751,432	--	<i>Beginning Balance</i>
Dampak Penerapan Awal PSAK 71	--	15,612,140	<i>Impact on Initial Implementation of PSAK 71</i>
Penambahan (Catatan 32)	<u>1,122,462,766</u>	<u>4,139,292</u>	<i>Additional (Note 32)</i>
Saldo Akhir	<u>1,142,214,198</u>	<u>19,751,432</u>	<i>Ending Balance</i>

Seluruh saldo dana yang dibatasi penggunaannya
didenominasi dalam mata uang Rupiah.

*The entire balance of restricted fund denominated
in Rupiah.*

Manajemen berpendapat bahwa cadangan
kerugian penurunan nilai atas dana dibatasi
penggunaannya adalah cukup.

*Management believes that the allowance for
impairment on Restricted Fund is adequate.*

7. Piutang Usaha

7. Accounts Receivable

Berdasarkan Debitur:

By Debtor:

	<u>2021</u> Rp	<u>2020</u> Rp
Pihak Berelasi/Related Parties (Catatan/Note 34)	325,667,188,492	215,294,902,549
Dikurangi: Cadangan Kerugian Penurunan Nilai/ <i>Less: Allowance for Impairment Losses</i>	<u>(154,410,175,659)</u>	<u>(153,610,218,529)</u>
Sub Jumlah/Sub Total	171,257,012,833	61,684,684,020
Pihak Ketiga/Third Parties		
PT Alternative Digital Media Grup	61,600,000,000	--
PT Pulau Pulau Media	20,552,167,620	13,567,985,190
PT Solusi Pasti Indonesia	2,612,000,000	2,612,000,000
Lain-lain/Others (dibawah/under Rp500.000.000)	<u>288,207,164</u>	<u>585,793,514</u>
	85,052,374,784	16,765,778,704
Dikurangi: Cadangan Kerugian Penurunan Nilai/ <i>Less: Allowance for Impairment Losses</i>	<u>(21,912,359,927)</u>	<u>(8,370,755,014)</u>
Sub Jumlah/Sub Total	<u>63,140,014,857</u>	<u>8,395,023,690</u>
Jumlah/Total	<u>234,397,027,690</u>	<u>70,079,707,710</u>

Seluruh saldo piutang usaha Perusahaan dalam
mata uang Rupiah.

*The entire balance of the Company's account
receivables denominated in Rupiah.*

Berdasarkan Umur:

By Age Category:

	<u>2021</u> Rp	<u>2020</u> Rp
Jatuh Tempo/Past Due :		
1 - 30 hari/days	168,761,897,388	49,565,932,734
31 - 60 hari/days	70,492,713,185	14,899,759,398
61 - 90 hari/days	4,701,799,002	1,512,705,000

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	2021 Rp	2020 Rp
91 - 120 hari/days	636,248,176	819,000
121 - 365 hari/days	717,694,715	12,176,134,694
> 365 hari/days	165,409,210,810	153,905,330,427
Jumlah/ Total	410,719,563,276	232,060,681,253
Dikurangi: Cadangan Kerugian Penurunan Nilai/ Less: Allowance for Impairment Losses	(176,322,535,586)	(161,980,973,543)
Jumlah/Total	234,397,027,690	70,079,707,710

Mutasi cadangan kerugian penurunan nilai piutang usaha:

Movements of allowance for impairment losses on third parties of account receivables:

	2021 Rp	2020 Rp	
Saldo Awal	161,980,973,543	151,954,809,806	<i>Beginning Balance</i>
Dampak Penerapan Awal PSAK 71	--	4,485,138,538	<i>PSAK 71 Initial Implementation Impact</i>
Penambahan Kerugian Penurunan Nilai Piutang (Catatan 32)	36,665,908,889	5,541,025,199	<i>Addition of Impairment on Account Receivables (Note 32)</i>
Pemulihan Kerugian Penurunan Nilai Piutang (Catatan 32)	(22,324,346,846)	--	<i>Recovery of Impairment on Account Receivables (Note 32)</i>
Saldo Akhir	176,322,535,586	161,980,973,543	<i>Ending Balance</i>

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai atas piutang usaha adalah cukup.

Management believes that the allowance for impairment losses on accounts receivables is adequate.

8. Aset Keuangan Lancar Lainnya

8. Other Current Financial Assets

	2021 Rp	2020 Rp	
Pihak Berelasi (Catatan 34)	710,632,430	749,935,251	<i>Related Party (Note 34)</i>
Pihak Ketiga			<i>Third Parties</i>
Penempatan Dana pada			<i>Fund Placement on</i>
Bank Perkreditan Rakyat Syariah			<i>Bank Perkreditan Rakyat Syariah</i>
Baituridha Pusaka	5,000,000,000	--	<i>Baituridha Pusaka</i>
Piutang Karyawan	178,261,300	209,565,204	<i>Other receivable from Employee</i>
Lain-lain	52,735,709	--	<i>Others</i>
Sub Jumlah	5,230,997,009	209,565,204	<i>Sub Total</i>
Jumlah	5,941,629,439	959,500,455	<i>Total</i>
Dikurangi: Cadangan Kerugian Penurunan Nilai	(41,619,677)	(41,619,677)	<i>Less: Allowance for Impairment Losses</i>
Jumlah Bersih	5,900,009,762	917,880,778	<i>Total - Net</i>

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Mutasi cadangan kerugian penurunan nilai aset
keuangan lancar lainnya:

*Movements of allowance for impairment on other
current financial assets:*

	2021 Rp	2020 Rp	
Saldo Awal	41,619,677	--	<i>Beginning Balance</i>
Dampak Penerapan Awal PSAK 71	--	41,619,677	<i>Impact on Initial Implementation of PSAK 71</i>
Penambahan	--	--	<i>Additional</i>
Saldo Akhir	41,619,677	41,619,677	<i>Ending Balance</i>

Manajemen berpendapat bahwa cadangan
kerugian penurunan nilai atas aset keuangan
lancar lainnya adalah cukup.

*Management believes that the allowance for
impairment on other current financial assets is
adequate.*

9. Persediaan

9. Inventories

	2021 Rp	2020 Rp	
Suku Cadang, <i>Common Goods</i>			
Lain-lain	124,576,852,978	113,490,845,488	<i>Sparepart, Common Goods, Others</i>
Tiket	3,804,363,388	2,307,796,457	<i>Ticket</i>
Jumlah	128,381,216,366	115,798,641,945	<i>Total</i>

Persediaan suku cadang merupakan persediaan
atas suku cadang *Electric Multiple Unit* (EMU).
Persediaan tiket merupakan persediaan yang
terdiri dari tiket Kartu *Multi Trip* (KMT) dan Tiket
Harian Berjaminan (THB).

*Inventory of sparepart are inventory for Electric
Multiple Unit (EMU) spareparts. Ticket inventory
represents KMT (Multi Trip Card) and THB
(Guaranteed Daily Ticket).*

Perusahaan tidak mengasuransikan persediaan
terhadap risiko kecelakaan, kebakaran dan jenis
risiko kerugian lainnya.

*The Company does not insure inventories against
any risk of accidents, fire and other types of risk of
losses.*

10. Uang Muka

10. Advances

Akun ini merupakan uang muka dinas untuk
keperluan operasional pada tanggal
31 Desember 2021 dan 2020 masing-masing
sebesar Rp443.379.587 dan Rp200.842.377.

*This account represents operating advances for
operational purposes as of December 31, 2021
and 2020 amounted to Rp443,378,587 and
Rp200,842,377, respectively.*

11. Biaya Dibayar Dimuka

11. Prepaid Expenses

Akun ini merupakan biaya dibayar dimuka atas
sewa Dipo Depok pada Direktorat Jenderal
Perkeretaapian (DJKA) ditahun 2021 dan 2020.

*This account represents prepaid expenses for the
lease of Dipo Depok of Direktorat Jenderal
Perkeretaapian (DJKA) in 2021 and 2020.*

Saldo pada tanggal 31 Desember 2021 dan 2020
masing-masing sebesar Rp13.709.709.330 dan
Rp13.709.709.332.

*As of December 31, 2021 and 2020 amounted to
Rp13,709,709,330 and Rp13,709,709,332,
respectively.*

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12. Aset Tetap

12. Fixed Assets

	2021					
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Pengurangan/ Deduction	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Biaya Perolehan:						Cost of Acquisition:
Sarana gerak	718,631,112,036	--	(32,725,811,640)	33,989,686,999	719,894,987,395	Train
Prasarana	341,652,311,135	--	--	1,104,331,736	342,756,642,871	Infrastructure
Tanah	2,785,909,269	--	--	--	2,785,909,269	Land
Bangunan	18,651,690,049	--	--	--	18,651,690,049	Building
Fasilitas	148,018,305,336	--	--	7,916,720,000	155,935,025,336	Facilities
Aset tetap dalam penyelesaian	34,965,610,290	66,212,731,260	--	(43,010,738,735)	58,167,602,815	Construction in progress
Jumlah	1,264,704,938,115	66,212,731,260	(32,725,811,640)	--	1,298,191,857,735	Total
Akumulasi Penyusutan:						Accumulated Depreciation:
Sarana gerak	238,468,747,788	49,992,909,849	(21,583,302,096)	--	266,878,355,541	Train
Prasarana	194,708,037,428	35,409,274,350	--	--	230,117,311,778	Infrastructure
Bangunan	4,594,225,184	874,039,267	--	--	5,468,264,451	Building
Fasilitas	56,010,677,415	14,845,875,973	--	--	70,856,553,388	Facilities
Jumlah	493,781,687,815	101,122,099,439	(21,583,302,096)	--	573,320,485,158	Total
Nilai Buku	770,923,250,300				724,871,372,577	Book Value
	2020					
	Saldo Awal/ Beginning Balance	Penambahan/ Addition	Pengurangan/ Deduction	Reklasifikasi/ Reclassification	Saldo Akhir/ Ending Balance	
Biaya Perolehan:						Cost of Acquisition:
Sarana gerak	623,970,526,660	--	--	94,660,585,376	718,631,112,036	Train
Prasarana	318,792,449,742	--	--	22,859,861,393	341,652,311,135	Infrastructure
Tanah	2,785,909,269	--	--	--	2,785,909,269	Land
Bangunan	18,651,690,049	--	--	--	18,651,690,049	Building
Fasilitas	146,940,972,336	--	--	1,077,333,000	148,018,305,336	Facilities
Aset tetap dalam penyelesaian	63,860,096,115	89,703,293,944	--	(118,597,779,769)	34,965,610,290	Construction in progress
Jumlah	1,175,001,644,171	89,703,293,944	--	--	1,264,704,938,115	Total
Akumulasi Penyusutan:						Accumulated Depreciation:
Sarana gerak	192,224,731,764	46,244,016,024	--	--	238,468,747,788	Train
Prasarana	156,323,291,758	38,384,745,670	--	--	194,708,037,428	Infrastructure
Bangunan	3,720,185,918	874,039,266	--	--	4,594,225,184	Building
Fasilitas	40,895,576,505	15,115,100,910	--	--	56,010,677,415	Facilities
Jumlah	393,163,785,945	100,617,901,870	--	--	493,781,687,815	Total
Nilai Buku	781,837,858,226				770,923,250,300	Book Value

Alokasi beban penyusutan dapat dirinci sebagai berikut:

Allocation of depreciation expenses is as follows:

	2021 Rp	2020 Rp	
Beban Pokok			
Pendapatan (Catatan 30)	99,707,907,642	98,431,098,968	Cost of Revenues (Note 30)
Beban Umum & Administrasi (Catatan 31)	1,414,191,797	2,186,802,902	Administrative & General Expense (Note 31)
Jumlah	101,122,099,439	100,617,901,870	Total

Pada tahun 2021 aset tetap berupa sarana gerak yang direklasifikasi ke aset tetap dihentikan dari operasi (Catatan 17) adalah sebagai berikut:

In 2021 Fixed assets, the trains reclassified to asset discontinued from operation (Note 17) are as follows:

	2021 Rp	
Harga Perolehan	32,725,811,640	Cost of Acquisition
Akumulasi Penyusutan	(21,583,302,096)	Accumulated Depreciation
Nilai Buku	11,142,509,544	Book Value

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Aset tetap Perusahaan berupa sarana gerak dijadikan sebagai jaminan atas pinjaman sindikasi (Catatan 21).

The Company's fixed assets, the trains were pledged as collateral for syndicated loans (Note 21).

Perusahaan tidak mengasuransikan aset tetap terhadap risiko kecelakaan, kebakaran dan jenis risiko kerugian lainnya.

The Company does not insure fixed assets against any risk of accidents, fire and other types of risk of losses.

13. Aset Takberwujud

13. Intangible Assets

		2021				
		Saldo Awal/ <i>Beginning Balance</i>	Penambahan/ <i>Addition</i>	Pengurangan/ <i>Deduction</i>	Saldo Akhir/ <i>Ending Balance</i>	
Biaya perolehan:						Cost of acquisition:
Perangkat Lunak	12,021,899,968	--	--	12,021,899,968		Software
Jumlah	12,021,899,968	--	--	12,021,899,968		Total
Akumulasi						Accumulated
Penyusutan:						Depreciation:
Perangkat Lunak	9,426,198,518	1,297,850,675	--	10,724,049,193		Software
Jumlah	9,426,198,518	1,297,850,675	--	10,724,049,193		Total
Nilai Buku	2,595,701,450			1,297,850,775		Book Value
		2020				
		Saldo Awal/ <i>Beginning Balance</i>	Penambahan/ <i>Addition</i>	Pengurangan/ <i>Deduction</i>	Saldo Akhir/ <i>Ending Balance</i>	
Biaya perolehan:						Cost of acquisition:
Perangkat lunak	12,021,899,968	--	--	12,021,899,968		Software
Jumlah	12,021,899,968	--	--	12,021,899,968		Total
Akumulasi						Accumulated
Penyusutan:						Depreciation:
Perangkat lunak	8,128,347,843	1,297,850,675	--	9,426,198,518		Software
Jumlah	8,128,347,843	1,297,850,675	--	9,426,198,518		Total
Nilai Buku	3,893,552,125			2,595,701,450		Book Value

Beban amortisasi aset tak berwujud pada 31 Desember 2021 dan 2020 masing-masing sebesar Rp1.297.850.675 dan Rp1.297.850.675 dialokasikan dalam beban umum dan administrasi (Catatan 31).

Intangible asset amortization expense on December 31, 2021 and December 31, 2020, amounting to Rp1,297,850,675 and Rp1,297,850,675, respectively, were allocated to general and administrative expenses (Note 31).

14. Aset Hak Guna

14. Right of Use Asset

		2021				
		Saldo Awal/ <i>Beginning Balance</i>	Penambahan/ <i>Addition</i>	Pengurangan/ <i>Deduction</i>	Saldo Akhir/ <i>Ending Balance</i>	
		Rp	Rp	Rp	Rp	
Biaya Perolehan:						Cost of Acquisition:
Kendaraan Mobil	2,192,020,948	--	--	2,192,020,948		Vehicle
Lahan	424,205,291	--	(424,205,291)	--		Land
Gedung		423,232,428	--	423,232,428		Building
Jumlah	2,616,226,239	423,232,428	(424,205,291)	2,615,253,376		Total

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2021					
	Saldo Awal/ <i>Beginning Balance</i>	Penambahan/ <i>Addition</i>	Pengurangan/ <i>Deduction</i>	Saldo Akhir/ <i>Ending Balance</i>	
	Rp	Rp	Rp	Rp	
Akumulasi					Accumulated
Penyusutan:					Depreciation:
Kendaraan Mobil	730,673,649	730,673,648	--	1,461,347,297	Vehicle
Lahan	221,324,500	202,880,791	(424,205,291)	--	Land
Gedung	--	89,101,561	--	89,101,561	Building
Jumlah	951,998,149	1,022,656,000	(424,205,291)	1,550,448,858	Total
Nilai Buku	1,664,228,090			1,064,804,518	Book Value

2020						
	Saldo Awal/ <i>Beginning Balance</i>	Dampak Penerapan Awal PSAK 73/ <i>Impact on initial implementation of PSAK 73</i>	Penambahan/ <i>Addition</i>	Pengurangan/ <i>Deduction</i>	Saldo Akhir/ <i>Ending Balance</i>	
	Rp	Rp	Rp	Rp	Rp	
Biaya Perolehan:						Cost of Acquisition:
Kendaraan Mobil	--	--	2,192,020,948	--	2,192,020,948	Vehicles
Lahan	--	424,205,291	--	--	424,205,291	Land
Jumlah	--	424,205,291	2,192,020,948	--	2,616,226,239	Total
Akumulasi						Accumulated
Penyusutan:						Depreciation:
Kendaraan Mobil	--	--	730,673,649	--	730,673,649	Vehicles
Lahan	--	--	221,324,500	--	221,324,500	Land
Jumlah	--	--	951,998,149	--	951,998,149	Total
Nilai Buku	--				1,664,228,090	Book Value

Pada 30 November 2021, kontrak No. KL.701/X/4/KA-2018 sewa lahan parkir kepada PT Kereta Api Indonesia (Persero) telah berakhir.

On November 30, 2021, contract No. KL.701/X/4/KA-2018 parking area rental to PT Kereta Api Indonesia (Persero) has ended.

Berdasarkan kontrak No. KI.701/1/1281/DO-6-2021 dengan PT Kereta Api Indonesia (Persero) 21 Januari 2021 Perusahaan menyewa Gedung di RD No 8 di Purwosari yang digunakan untuk kantor wilayah Solo dengan masa sewa 1 Oktober 2020 sampai dengan 30 September 2025.

Based on contract No. KI.701/1/1281/DO-6-2021 with PT Kereta Api Indonesia (Persero) on January 21, 2021, the Company leased building RD No. 8 at Purwosari used for Office in Solo with a lease period of October 1, 2021 until September 30, 2025.

Berdasarkan kontrak No. 332/HK-PG/KCI/XI/2019 dengan PT Bara Bentala Indonesia tanggal 20 November 2019 Perusahaan menyewa 5 unit mobil Mitsubishi Pajero dengan masa sewa 1 Januari 2020 sampai dengan 31 Desember 2022.

Based on contract No. 332/HK-PG/KCI/XI /2019 with PT Bara Bentala Indonesia on 20 November 2019 the Company leased 5 units of Pajero Mitsubishi cars with a lease period of January 1, 2020, until December 31, 2022.

Alokasi beban penyusutan untuk aset hak guna untuk tahun yang berakhir pada 31 Desember 2021 dan 2020 masing-masing adalah sebesar Rp1.022.656.000 dan Rp951.998.149 (Catatan 31).

Allocation of depreciation expense for right of use assets for the years ended December 31, 2021 and 2020 amounting to Rp1,022,656,000 and Rp951,998,149, respectively (Note 31).

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Beban terkait sewa jangka pendek untuk tahun yang berakhir pada 31 Desember 2021 dan 2020 adalah sebagai berikut:

	2021 Rp	2020 Rp	
Sewa Dipo Depok (Catatan 30)	20,564,564,004	6,854,854,668	Dipo Depok Rental (Note 30)
Sewa Sarana (Catatan 30)	288,167,450	362,890,784	Facilities Rent (Note 30)
Jumlah	20,852,731,454	7,217,745,452	Total

Beban terkait sewa aset rendah untuk tahun yang berakhir pada 31 Desember 2021 dan 2020 masing-masing adalah sebesar Rp1.444.910.500 dan Rp600.929.095, yang terdiri dari sewa perlengkapan kantor (Catatan 31).

Expenses related to short-term leases for the years ended December 31, 2021 and 2020 is as follows:

Expenses related to lease of low value assets for the years ended December 31, 2021 and 2020 is amounted to Rp1,444,910,500 and Rp600,929,095, respectively, which consists of rent office equipment (Note 31).

15. Investasi Jangka Panjang

15. Long Term Investment

Keterangan	Jenis Usaha/ Type of Business	Persentase Kepemilikan/ Percentage of Ownership		2021 Rp	2020 Rp
		2021 %	2020 %		
PT Fintek Karya Nusantara	Penyelenggara jasa sistem pembayaran/ Payment system service providers	1.84	1.89	37,000,000,000	37,000,000,000
				37,000,000,000	37,000,000,000
				17,853,000,000	16,080,000,000
Jumlah - Bersih/Total - Net				54,853,000,000	53,080,000,000

Berdasarkan Risalah Sirkuler Keputusan Pemegang Saham No. PT KAI Persero KP.303/X/3/KA-2019 dan No. Yayasan Pusaka 09/RIS-KCI/X/2019 tanggal 24 Oktober 2019 menyatakan persetujuan penyertaan modal kepada PT Fintek Karya Nusantara (Finarya) berupa penyeteroran saham sebesar 2,03% dari modal disetor dan ditempatkan PT Fintek Karya Nusantara atau ekuivalen dengan nilai setoran modal sebesar Rp37.000.000.000 yang terbagi atas 3.700 lembar saham, masing-masing saham dengan nilai nominal Rp10.000.000.

Based on Circular Minutes of Shareholder Decree No. PT KAI Persero KP.303/X/3/KA-2019 and No. Pusaka Foundation 09/RIS-KCI/X/2019 dated October 24, 2019 stated agreement for the capital investment to PT Fintek Karya Nusantara (Finarya) in the form of a 2.03% share of paid-in capital and placed by PT Fintek Karya Nusantara or equivalent to a capital deposit of Rp37,000,000,000 which is divided into 3,700 shares, each with a par value of Rp 10,000,000.

Berdasarkan Akta Finarya No. 17 tanggal 23 Oktober 2020 persentase kepemilikan Perusahaan pada Finarya menjadi sebesar 1,89% dari modal disetor dan ditempatkan Finarya.

Based on the deed of Finarya No. 17 dated October 23, 2020 the percentage of the Company's ownership in Finarya is 1.89% of the paid up and issued capital of Finarya.

Berdasarkan Keputusan Sirkuler sebagai Pengganti dari Rapat Umum Pemegang Saham Luar Biasa PT Fintek Karya Nusantara, terdapat kenaikan modal ditempatkan dan disetor pada 31 Desember 2020 sebesar Rp1.962.320.000.000 menjadi Rp2.016.300.000.000 pada 31 Desember 2021. Berdasarkan keputusan ini maka jumlah saham yang dimiliki oleh Perusahaan menjadi 1,84%.

Based on the Circular Decision in Lieu of the Extraordinary General Meeting of Shareholders of PT Fintek Karya Nusantara, there was an increase in capital placed and paid up on December 31, 2020 amounting to Rp1,962,320,000,000 to Rp2,016,300,000,000 on December 31, 2021. Based on this decision, the number of shares owned by the Company becomes 1.84%.

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Berdasarkan valuasi kembali dari Laporan Kantor Jasa Penilai Publik (KJPP) Tobing Panuturi dan Rekan, pada 31 Desember 2021 Perusahaan memiliki nilai wajar investasi sejumlah Rp54.853.000.000 pada Finarya.

Berdasarkan valuasi kembali dari Laporan Kantor Jasa Penilai Publik (KJPP) Dasa'at Yudistira dan Rekan, pada 31 Desember 2020 Perusahaan memiliki nilai wajar investasi sejumlah Rp53.080.000.000 pada Finarya.

Based on the revaluation of the Public Appraisal Service Office Report (KJPP Tobing Panuturi dan Rekan, as of Desember 31, 2020 the Company had a fair value of investment of Rp54,853,000,000 in Finarya.

Based on the revaluation of the Public Appraisal Service Office Report (KJPP), Dasa'at Yudistira and Partners, as of December 31, 2020 the Company had a fair value of investment of Rp53,080,000,000 in Finarya.

16. Aset Lain-lain

Akun ini terdiri atas:

	2021 Rp	2020 Rp
Aset yang Direklasifikasi dari Aset Tetap :		
Harga Perolehan		
Aset Tetap Dihentikan dari Operasi	33,449,651,570	723,839,930
Akumulasi Penyusutan		
Aset Tetap Dihentikan dari Operasi	(22,083,576,707)	(500,274,611)
Cadangan Penurunan Nilai	(11,366,069,863)	(223,564,919)
Jumlah	5,000	400

Pada tahun 2021, terdapat penambahan aset tetap dihentikan dari operasi dengan nilai buku sebesar Rp11.142.509.544 (Catatan 12).

Pada tahun 2021, aset lain-lain terdiri atas gate yang terbakar dan sarana gerak yang sudah tidak beroperasi sebesar Rp5.000

Pada tahun 2020, aset lain-lain terdiri atas gate yang terbakar sebesar Rp400.

16. Other Assets

This account consists of:

	2021 Rp	2020 Rp
Assets Reclassified from Fixed Assets :		
Acquisition Cost		
Asset Discontinued from Operation	33,449,651,570	723,839,930
Accumulated Depreciation		
Asset Discontinued from Operation	(22,083,576,707)	(500,274,611)
Allowance of Impairment	(11,366,069,863)	(223,564,919)
Total	5,000	400

In 2021, there is an increase in asset discontinued from operation with a book value amounting to Rp11,142,509,544 (Note 12).

In 2021, other assets consist of the burnt gate and the trains that are no longer operational amounting to Rp5,000.

In 2020, other assets consist of the burnt gate amounting to Rp400.

17. Utang Usaha

Berdasarkan pemasok:

	2021 Rp	2020 Rp
Pihak Berelasi/Related Parties (Catatan/Note 34)	92,212,119,955	8,901,537,149
Pihak Ketiga/ Third Parties		
JR East Railcar Tech & Maintenance	28,401,914,879	--
PT Ahli Karya Nusantara	4,482,140,145	--
PT Jakadara Air Craft Services	4,398,644,076	4,140,569,333
PT Elang Cakra Securindo	3,277,255,651	--
PT Bhawata Nusa Surya Perdana	3,230,936,356	3,008,795,374
PT Pundarika Atma Semesta	2,816,000,000	--
PT Sujutama Dwikarya Sukses	2,766,000,000	--
PT Trans Dana Profitri	2,548,468,783	2,037,542,527
PT Karunia Putra Sekawan	2,398,479,290	--
PT Technology & Engineering	1,665,224,456	1,665,224,456
PT Datasystem Solusindo	1,647,000,000	--

17. Accounts Payables

Based on suppliers:

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	2021 Rp	2020 Rp
PT Datasystem Solusindo	1,647,000,000	--
PT Deltasindo Raya Sejahtera	1,454,495,250	--
PT Brinnatama Mitra Raya	1,150,977,484	--
Tokyo Construction Co Ltd	--	15,637,168,805
Jagro Trans Co Ltd	--	14,284,465,003
Sumitomo Corporation	--	11,605,945,977
PT Sigap Prima Astrea	--	4,473,320,520
PT Kartika Cipta Indonesia	--	4,349,244,287
PT Usaha Mandiri Niaga	--	2,615,604,103
PT GJ International	--	2,316,342,000
PT Citra Selaras Mandiri	--	2,270,400,000
PT Pura Barutama	--	1,758,790,000
PT Pusaka Nusantara	--	1,515,472,778
PT Permata Busana Mas	--	1,072,856,290
Lain-lain/ <i>Others</i> (Jumlah dibawah/below Rp1 milyar/ <i>Rp1billion</i>)	14,964,378,588	14,741,461,045
Sub Jumlah/ <i>Sub Total</i>	75,201,914,958	87,493,202,498
Jumlah/ Total	167,414,034,913	96,394,739,647

Berdasarkan mata uang:

Based on currencies:

	2021 Rp	2020 Rp
Yen Jepang/ <i>Japanese Yen</i>	28,401,914,479	42,034,012,388
Rupiah/ <i>Rupiah</i>	139,012,120,434	54,360,727,259
Jumlah/ Total	167,414,034,913	96,394,739,647

18. Liabilitas Keuangan Jangka Pendek Lainnya

18. Other Short Term Financial Liabilities

Akun ini terdiri atas:

This account consists of:

	2021 Rp	2020 Rp	
Hutang Gaji	2,884,963,818	4,602,539,316	<i>Wages Payable</i>
Jaminan Bongkar	1,195,688,264	954,534,264	<i>Dismantling Deposit</i>
Bea Ukur	100,427,084	100,427,084	<i>Measuring Cost</i>
Jaminan THB	96,170,000	342,650,000	<i>THB Deposit</i>
Lain-lain	883,348,600	1,091,319,869	<i>Others</i>
Jumlah	5,160,597,766	7,091,470,533	Total

Hutang gaji merupakan potongan gaji pegawai yang belum disetorkan kepada pengelola dana kesehatan dan pengelola jaminan ketenagakerjaan.

Wages payables represent deductions from employee salaries that have not been deposited to Health fund management and employment guarantee managers.

Jaminan bongkar merupakan utang kepada customer atas pemasangan ruang iklan di kereta, yang akan dikembalikan apabila kontrak pemasangan iklan telah berakhir.

Dismantling deposit is a debt to the customer for the installation of advertising space on trains, that will be settled when the advertising contract has expired.

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Jaminan THB (Tiket Harian Berjaminan) merupakan utang kepada pelanggan pemakai kereta api yang belum mengembalikan tiket dan belum mengambil uang jaminan atas tiket yang dibeli.

THB (Guaranteed Daily Ticket) deposit is a debt to train end-users who did not return the tickets and not take the deposit on tickets purchased.

19. Beban Akrua

19. Accrued Expenses

	2021 Rp	2020 Rp	
Beban Pokok Pendapatan	148,407,199,104	124,553,721,141	Cost of Revenues
Beban Usaha	2,546,393,837	5,409,503,558	Operating Expenses
Aset Tetap	265,496,000	265,496,000	Fixed Assets
Jumlah	151,219,088,941	130,228,720,699	Total

Beban akrual merupakan beban-beban yang terkait dengan kegiatan usaha utama Perusahaan yang terdiri dari jasa pemeliharaan sarana gerak, jasa pemeliharaan barang yang dibeli dan jasa pemeliharaan barang yang dibeli lainnya yang belum diterima *invoice*-nya namun pekerjaannya telah dilakukan.

Accrued expenses are costs that related to the Company's main business i.e. maintenance services of train, maintenance services purchased goods and services other maintenance items purchased which is the invoice has not been received but the service has been provided.

20. Perpajakan

20. Taxation

a. Utang Pajak

a. Taxes Payable

	2021 Rp	2020 Rp	
Pajak Pertambahan Nilai: PPN Keluaran	681,818,196	489,910,705	Value Added Tax: VAT Out
Pajak Penghasilan: Pasal 21	9,269,511,671	9,475,107,884	Income Tax: Article 21
Pasal 23	475,397,154	1,017,187,525	Article 23
Pasal 4 ayat 2	190,798,893	46,567,665	Article 4 paragraph 2
Pasal 29	81,381,842,134	1,580,920,341	Article 29
Subjumlah	91,317,549,852	12,119,783,415	Subtotal
Jumlah	91,999,368,048	12,609,694,120	Total

b. Pajak Kini

Rekonsiliasi antara laba sebelum taksiran penghasilan (beban) pajak menurut laporan laba rugi dengan taksiran beban pajak yang dihitung oleh Perusahaan adalah sebagai berikut:

b. Current Tax

A reconciliation between income before provision for income (expense) tax in the statement of profit and loss according to the estimated income tax expense is calculated by the Company is as follows:

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	<u>2021</u> Rp	<u>2020</u> Rp	
Laba Sebelum Taksiran			<i>Income Before Provision for Income</i>
Beban Pajak	366,430,479,228	114,794,608,864	<i>Tax Expenses</i>
Beda Tetap:			<i>Permanent Differences:</i>
Biaya yang tidak diakui secara fiskal	4,806,102,641	9,940,323,548	<i>Nondeductable Expense</i>
Rapat Kerja dan Koordinasi	3,969,587,010	1,227,947,902	<i>Meeting and Coordination</i>
Pakaian Seragam dan Perlengkapan	2,423,195,760	1,420,324,290	<i>Uniforms and Equipment</i>
Jamuan dan Representasi	1,943,236,176	1,627,866,959	<i>Meals and Representation</i>
Akomodasi	216,840,231	799,936,915	<i>Accommodation</i>
Kerugian atas Pemindahan Aset Tetap			<i>Loss from Aset Replacement</i>
Sanksi Perpajakan	120,993,020	3,064,574,461	<i>Tax Sanctions</i>
Aset Hak Guna	--	37,326,954	<i>Right of Use Aset</i>
Pendapatan bunga	(10,646,230,693)	(7,194,748,990)	<i>Interest Income</i>
Jumlah	<u>2,833,724,145</u>	<u>10,923,552,039</u>	<i>Total</i>
Perbedaan Temporer:			<i>Temporary Differences</i>
Penyusutan Aset Tetap	16,970,970,961	10,534,696,526	<i>Depreciation of Fixed Assets</i>
Pencadangan Kerugian Penurunan Nilai Piutang	15,472,629,296	10,088,606,970	<i>Allowance for Impairment for Accounts Receivable</i>
Beban Pemeliharaan yang Dikapitalisasi Menurut Perpajakan	11,262,093,938	11,570,415,685	<i>Maintenance Expenditure which is Capitalized Accroding to Tax Regulation</i>
Cadangan Penurunan Aset Lainnya	11,142,504,944	(1,079,508,960)	<i>Allowance of Impairment of Other Assets</i>
Beban Jasa dan Bunga Imbalan Kerja	(3,783,603,004)	14,467,077,578	<i>Employee Benefits and Interest Expenses</i>
Beban Bonus	(21,737,074,343)	(105,021,195,113)	<i>Bonus Expenses</i>
Jumlah	<u>29,327,521,792</u>	<u>(59,439,907,314)</u>	<i>Total</i>
Taksiran Laba Fiskal Tahun Berjalan Dibulatkan	398,591,725,165	66,278,253,589	<i>Estimated Current Year Taxable Profit</i>
	<u>398,591,725,000</u>	<u>66,278,253,000</u>	<i>Roundings</i>
Laba Fiskal:	<u>398,591,725,000</u>	<u>66,278,253,000</u>	<i>Fiscal Income</i>
Taksiran Beban Pajak Kini	<u>87,690,179,500</u>	<u>14,581,215,660</u>	<i>Estimated Income Tax Expense</i>
Pajak Dibayar Dimuka			<i>Prepaid Taxes</i>
Pajak Penghasilan Pasal 22	--	1,956,776,000	<i>Income Tax Article 22</i>
Pajak Penghasilan Pasal 23	381,118,131	1,338,264,546	<i>Income Tax Article 23</i>
Pajak Penghasilan Pasal 25	5,927,219,235	9,705,254,773	<i>Income Tax Article 25</i>
Jumlah	<u>6,308,337,366</u>	<u>13,000,295,319</u>	<i>Total</i>
Kurang Setor Pajak Penghasilan (Taksiran Tagihan)	<u>81,381,842,134</u>	<u>1,580,920,341</u>	<i>Tax Under Payment (Estimated)</i>

c. Rincian Beban Pajak

c. Details of Tax Expenses

	<u>2021</u> Rp	<u>2020</u> Rp	
Pajak Kini	(87,690,179,500)	(14,581,215,660)	<i>Current Tax</i>
Pajak Tangguhan	6,452,054,795	(11,062,020,429)	<i>Deferred Tax</i>
Efek Perubahan Tarif Pajak	--	(11,465,390,777)	<i>Tax Rate Change Effect</i>
Beban Pajak Penghasilan	<u>(81,238,124,705)</u>	<u>(37,108,626,866)</u>	<i>Income Tax Expenses</i>

d. Pajak Tangguhan

Rincian aset pajak tangguhan sebagai berikut:

d. Deferred Taxes

Details of deferred tax assets are as follows:

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	2020 Rp	Dibebankan ke Laporan Laba Rugi/ Charged to Profit Loss Statements Rp	Dibebankan ke Penghasilan Komprehensif Lain/Charged to Other Comprehensive Income Rp	2021 Rp	
Beban Bonus	4,782,156,355	(4,782,156,355)	--	--	Bonus Expense
Imbalan Kerja	3,869,863,556	(832,392,661)	431,355,653	3,468,826,548	Employee Benefits
Penyusutan					Depreciation
Aset Tetap	7,075,689,597	3,733,613,611	--	10,809,303,208	of Fixed Assets
Perbedaan Perlakuan					Treatment Differences
Beban Pemeliharaan	18,910,062,894	2,451,351,088	--	21,361,413,982	Maintenance Expenses
Penurunan Aset	49,184,282	2,477,660,667	--	2,526,844,949	Impairment
Pencadangan Penurunan					Allowance for Impairment
Nilai Piutang	35,649,551,691	3,403,978,445	--	39,053,530,136	on Receivables
Jumlah	70,336,508,375	6,452,054,795	431,355,653	77,219,918,823	Total

	2019 Rp	Dibebankan ke Laporan Laba Rugi/ Charged to Profit Loss Statements Rp	Dibebankan ke Penghasilan Komprehensif Lain/Charged to Other Comprehensive Income Rp	Efek Perubahan Tarif Pajak ke 22%/ 22% Tax Rate Change Effect Rp	2020 Rp	
Beban Bonus	31,689,567,364	(23,104,662,925)	--	(3,802,748,084)	4,782,156,355	Bonus Expense
Imbalan Kerja	929,505,185	3,182,757,067	(130,858,073)	(111,540,622)	3,869,863,557	Employee Benefits
Penyusutan						Depreciation
Aset Tetap	5,406,882,229	3,565,940,787	--	(890,596,969)	8,082,226,047	of Fixed Assets
Perbedaan Perlakuan						Treatment Differences
Beban Pemeliharaan	16,581,344,732	3,311,943,080	--	(1,989,761,368)	17,903,526,444	Maintenance Expenses
Cadangan						Allowance on Asset
Penurunan Aset	55,891,230	--	--	(6,706,948)	49,184,282	Impairment
Pencadangan Penurunan						Allowance for Impairment
Nilai Piutang	37,988,702,452	2,219,493,533	--	(4,558,644,294)	35,649,551,691	on Receivables
Cadangan						Allowance on Cabin Radio
Penurunan Radio Kabin	269,877,240	(237,491,971)	--	(32,385,269)	--	Impairment
Jumlah	92,921,770,432	(11,062,020,429)	(130,858,073)	(11,392,383,554)	70,336,508,376	Total

21. Pendapatan Diterima Dimuka

21. Unearned Revenues

Akun ini terdiri atas:

This account consists of:

	2021 Rp	2020 Rp	
Deposit Kartu Multi			Multi Trip Card Deposit
Trip (KMT) (Catatan 6)	98,289,700,553	69,729,779,381	(KMT) (Note 6)
Pendapatan Diterima Dimuka - PSO	94,390,034,838	--	Earned Revenue - PSO
Sewa	6,721,703,120	--	Rent
Deposit Tiket KA Lokal	25,630,000	--	Local Train Ticket Deposit
Jumlah	199,427,068,511	69,729,779,381	Total

22. Pinjaman Jangka Panjang

22. Long Term Loans

	2021 Rp	2020 Rp	
Pinjaman Jangka Panjang -			Long Term Loans -
Pinjaman Sindikasi			Syndicated Loan
Pihak berelasi (Catatan 34)	217,052,788,689	261,634,641,080	Related parties (Note 34)
Pihak ketiga			Third Party
PT Bank Central Asia Tbk	72,350,929,562	87,211,547,027	PT Bank Central Asia Tbk
	289,403,718,251	348,846,188,107	

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	2021 Rp	2020 Rp	
Bagian Jangka Pendek dari Pinjaman Jangka Panjang	(59,442,469,856)	(44,581,852,392)	Current Portion of Long-term Loan
Pinjaman Jangka Panjang Setelah Dikurangi Bagian Jangka Pendek	229,961,248,395	304,264,335,715	Long Term Loan, Net of Current Portion

Pinjaman Sindikasi

Berdasarkan Akta Perjanjian Kredit Sindikasi No. 16, tanggal 10 November 2014 dari Notaris Julius Purnawan, S.H., Msi, Perusahaan memperoleh kredit sindikasi dengan *plafond* sebesar Rp660.344.798.677. Bank yang bergabung dalam pemberian kredit sindikasi tersebut diantaranya PT Bank Negara Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk dan PT Bank Central Asia Tbk. Kredit tersebut dipergunakan untuk pembelian Kereta Rel Listrik (KRL).

Berdasarkan Perubahan II Perjanjian Kredit Sindikasi No. (2) 16 tanggal 2 April 2019 mengenai masa tenggang atau *Grace period* dan batas waktu penarikan kredit, masa tenggang atau *Grace Period* berarti periode terhitung sejak tanggal 10 November 2014 sampai dengan:

- Tanggal 30 Juni 2016 untuk Fasilitas Kredit tahap I; dan
- Tanggal 30 Juni 2019 untuk Fasilitas Kredit tahap II

Dimana selama periode waktu tersebut Debitur tidak wajib membayar angsuran pokok Pinjaman kepada Kredit Sindikasi namun tetap wajib membayar bunga atas Pinjaman. Batas waktu penarikan Fasilitas Kredit Tahap II yaitu sejak tanggal efektif fasilitas kredit tahap II sampai dengan tanggal 31 Desember 2020 atau sampai dengan fasilitas kredit tahap II tersebut telah ditarik seluruhnya, mana yang terlebih dahulu tercapai ("Batas waktu penarikan kredit tahap II").

Fasilitas pinjaman ini dijamin dengan aset yang dibiayai melalui fasilitas ini dan *corporate guarantee* PT Kereta Api Indonesia (Persero) dan Perusahaan (Catatan 12).

Ketentuan dan syarat-syarat perjanjian pinjaman tersebut adalah sebagai berikut:

Suku bunga	:	Jibor + 3%	:	Interest rate
Jangka waktu	:		:	Credit matures
Tahap 1	:	12 Tahun/Years	:	Phase 1
Tahap 2	:	12 Tahun/Years	:	Phase 2

Syndicate Loan

Under the Syndicated Loan Agreement No. 16, dated November 10, 2014 from Notary Julius Purnawan, S.H., Msi, the Company obtained a syndicated loan with plafond amounting to Rp660,344,798,677. The syndicated bank is PT Bank Negara Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk and PT Bank Central Asia Tbk. The credit is used for purchasing electric train Electric Multiple Unit (EMU).

Based on Amendment II of the Syndicated Credit Agreement No. (2) 16 April 2, 2019 concerning the grace period or Grace period and the credit withdrawal deadline, Grace Period means a period from November 10, 2014 to:

- June 30, 2016 for the Phase I Credit Facility; and*
- June 30, 2019 for the Phase II Credit Facility*

During which time the Debtor is not required to pay the loan principal installments to the Syndicated Credit but is still required to pay interest on the Loan. The deadline for withdrawing Phase II Credit Facilities, which is from the effective date of the Phase II credit facilities until December 31, 2020 or until the Phase II credit facilities have been withdrawn in full, whichever is first reached ("Deadline for Phase II withdrawal of credit").

The loan facility is secured with assets financed by this facility and corporate guarantee of PT Kereta Api Indonesia (Persero) and the Company (Note 12).

The terms and conditions of loan agreement are as follows:

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Dalam perjanjian kredit Perusahaan diwajibkan:

1. Memenuhi ketentuan rasio keuangan antara lain:
 - a. *Current Ratio* minimal 1 (satu kali);
 - b. *Debt Service Coverage Ratio* (DSCR) minimal 1,5 (satu koma lima) kali;
 - c. *Debt to Equity Ratio* (DER) maksimal 3 kali.
2. Memenuhi PSAK yang berlaku dalam hal penyisihan piutang ragu-ragu.
3. Melakukan penilaian jaminan minimal 2 (dua) tahun sekali dengan menunjuk independent appraiser yang disetujui oleh sindikasi.

Hal-hal yang tidak boleh dilakukan Perusahaan tanpa persetujuan tertulis dari Kreditor Sindikasi yang diatur dalam perjanjian kredit antara lain:

1. Memperoleh pinjaman, utang atau fasilitas kredit baru dan/atau fasilitas sewa guna usaha (*leasing*) maupun pembiayaan lainnya dari pihak lain.
2. Mengikatkan diri sebagai penanggung/ penjamin dalam bentuk dan dengan nama apapun.
3. Meminjamkan uang kepada pihak lain, termasuk tetapi tidak terbatas kepada perusahaan afiliasinya dan pemegang saham.
4. Melakukan investasi, penyertaan atau membuka usaha baru selain usaha yang telah ada atau dalam rangka menjalankan kegiatan usaha sehari-hari Debitur.
5. Menyewakan aset yang dijamin; menjaminkan sebagian atau semua harta kekayaan.
6. Mengurangi modal yang disetor dan ditempatkan Debitur. Mengubah bentuk hukum, status kelembagaan, anggaran dasar serta pemegang saham pengendali atau mengubah kegiatan usahanya.
7. Melakukan peleburan, penggabungan, pengambilalihan, pemisahan, dan pembubaran.

Jaminan kredit:

1. Jaminan fidusia atas aset bergerak (Catatan 12);
2. Jaminan fidusia atas tagihan;
3. Jaminan fidusia atas rekening bank (Catatan 6);
4. Jaminan Perusahaan PT KAI;
5. Jaminan pernyataan tanggung jawab PT KAI.

Perusahaan telah memenuhi pembatasan-pembatasan yang diwajibkan dalam perjanjian pinjaman.

In the credit agreement, the Company is required to:

1. *Meet the financial ratio provisions, among other:*
 - a. *Current Ratio at least 1 (one) time;*
 - b. *Minimum Debt Service Coverage Ratio (DSCR) of 1.5 (one point five) times;*
 - c. *Debt to Equity Ratio (DER) maximizes 3 times.*
2. *Comply with the applicable PSAK concerning the allowance for doubtful accounts.*
3. *Asses collateral value at least once every two years by appointing an independent appraiser approved by the syndication.*

Under the agreement the Company is not allowed to do certain actions without the prior written consent by the syndication creditor such as:

1. *Obtaining a loan, debt or new credit facility and/or leasing facilities or other financing from other parties.*
2. *Binding themselves as guarantor/ guarantor in any form and by name.*
3. *Lending money to other parties, including but not limited to affiliated companies and shareholders.*
4. *Investing, participating or opening a new business other than an existing business or in the context of carrying out the Debtor's daily business activities.*
5. *Renting, guaranting assets; part or all of the Company's assets.*
6. *Reducing paid-up capital and placing debtors. Change the legal form, institutional status, articles of association and controlling shareholders or change their business activities.*
7. *Conducting fusion, merger, acquisition, spin off, and liquidation.*

Credit collateral:

1. *Fiduciary guarantee of movable assets (Note 12);*
2. *Fiduciary guarantees for bills;*
3. *Fiduciary guarantee on bank accounts (Note 6);*
4. *PT KAI's corporate guarantee;*
5. *Guarantee of PT KAI's statement of responsibility.*

The Company has fulfilled the debt covenant requirements outlined in loan agreements.

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Pada tanggal 24 Juni 2020, berdasarkan surat No. SDK/2.1/1640 perihal "Persetujuan Kreditur Sindikasi atas Permohonan PT KCI" sehubungan dengan fasilitas kredit, Perusahaan telah menerima syarat dan ketentuan baru mengenai sindikasi sebagai berikut:

1. Menyetujui penundaan pembayaran kewajiban angsuran pokok periode 25 Juni 2020 sampai dengan 25 Desember 2020. Selanjutnya, angsuran pokok yang ditunda tersebut dibayarkan secara prorata sejak tanggal 25 Maret 2021 sampai dengan jatuh tempo jangka waktu kredit sesuai dengan jadwal angsuran semula.
2. Menyetujui penurunan suku bunga menjadi sebesar JIBOR (3 bulan) ditambah margin sebesar 2,50% p.a (JIBOR + 2,50%) dengan syarat sebagai berikut:
 - a. Suku bunga minimum sebesar 7.0% dan *renewable* setiap saat, dengan ketentuan apabila pendapatan Perusahaan per bulan di tahun 2020 sama dengan rata-rata minimal pendapatan bulanan di tahun 2019 maka suku bunga berlaku seperti semula yaitu JIBOR (3 bulanan) ditambah margin sebesar 3,00% (JIBOR + 3,00%).
 - b. Periode pemberlakuan suku bunga terhitung sejak pembayaran periode Juni 2020 sampai dengan Desember 2020 dengan suku bunga menjadi JIBOR 3 bulan yang berlaku berlaku pada surat persetujuan.
 - c. Setelah periode relaksasi berakhir, penetapan suku bunga sesuai dengan ketentuan dalam Perjanjian Kredit yaitu sebesar JIBOR 3 bulan ditambah dengan margin 3,00% (JIBOR + 3,00%).
3. Menyetujui pengesampingan ketentuan dalam Perjanjian Kredit sebagai berikut:
 - a. Syarat *Debt Service Coverage Ratio* sebesar $\geq 150\%$;
 - b. Syarat pemenuhan *Debt Service Reserve Account* sebesar 1 kali angsuran dan 1 kali pembayaran bunga;
 - c. Pengesampingan ketentuan tersebut di atas berlaku hanya untuk tahun 2020.

23. Utang Bank Jangka Pendek

Berdasarkan Akta Perjanjian Kredit Modal Kerja No. WCO.KP/134/KMK/2020 tanggal 30 Juni 2020, dari Notaris Julius Purnawan, S.H., MSi., Notaris di Jakarta Selatan, bahwa PT Bank Mandiri (Persero), Tbk telah memberikan fasilitas kredit modal kerja ("Fasilitas Kredit") maksimal sebesar Rp200.000.000.000 terhitung mulai tanggal 30 Juni 2020 hingga 29 Juni 2021.

On June 24, 2020, based on letter No. SDK/2.1/1640 regarding "Approval of Syndicated Creditor for PT KCI Request" in connection with credit facilities, the Company has received new terms and conditions regarding the syndication as follows:

1. Approved the postponement of the payment of principal installments for the period June 25, 2020 until December 25, 2020. Furthermore, the principal installments postponed were paid on a prorata basis from March 25, 2021 until the maturity of the credit period in accordance with the original installment schedule.
2. Approved the reduction in interest rates to JIBOR (3 months) plus a margin of 2.50% p.a (JIBOR + 2.50%) with the following conditions:
 - a. The minimum interest rate is 7.0% and *renewable* at any time, provided that the Company's monthly income in 2020 is the same as the average minimum monthly income in 2019, the interest rate applies as before, namely JIBOR (3 months) plus a margin of 3.00 % (JIBOR + 3.00%).
 - b. The interest rate period is calculated from the payment period June 2020 to December 2020 with the interest rate being the 3-month JIBOR that applies to the approval letter.
 - c. After the relaxation period ends, the interest rate is determined in accordance with the terms of the Credit Agreement, which is 3-month JIBOR plus a 3.00% margin (JIBOR + 3.00%).
3. Agree to waive the provisions in the Credit Agreement as follows:
 - a. Debt Service Coverage Ratio requirement of $\geq 150\%$;
 - b. Conditions for fulfilling the Debt Service Reserve Account for 1 installment and 1 interest payment;
 - c. The exclusion of the above provisions applies only to 2020.

23. Short Term Bank Loans

Based on the Working Capital Credit Agreement Deed No. WCO.KP/134/KMK/2020 dated June 30, 2020, from Notary Julius Purnawan, S.H., MSi., Notary in South Jakarta, that PT Bank Mandiri (Persero), Tbk provided a working capital credit facility ("Credit Facility") with a maximum of Rp200,000,000,000 starting from June 30, 2020 to June 29, 2021.

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Fasilitas Kredit yang diberikan bersifat *revolving*. Suku bunga ditetapkan sebesar 8,25% p.a. Atas pemberian fasilitas kredit, Perusahaan berkewajiban untuk membayar *servicing fee* dan provisi sebesar 0,5% dari fasilitas kredit dengan perincian pembayaran sebagai berikut:

- 0,2% p.a. dari limit Fasilitas Kredit yang dibayar selambatnya satu hari kerja setelah penandatanganan perjanjian.
- 0,3% p.a dari jumlah Fasilitas Kredit yang ditarik yang dibayar setiap penarikan.

Agunan atas fasilitas kredit ini adalah sebagai berikut:

- Piutang termasuk tagihan PSO baik yang ada maupun yang akan ada, diikat fidusia;
- Persediaan, diikat fidusia;
- Rekening pendapatan PSO, diikat gadai.

Besar nilai pengikatan/nilai penjaminan untuk masing-masing agunan fidusia adalah minimal sebesar 150% dari limit Fasilitas Kredit.

Pada 29 Juni 2021, Perusahaan telah melunasi seluruh pinjamannya kepada PT Bank Mandiri (Persero) Tbk.

Fasilitas kredit terutang per 31 Desember 2021 dan 2020 masing-masing adalah sebesar nihil dan Rp100.000.000.000.

The credit facilities provided are revolving in nature. The interest rate is set at 8.25% p.a. For the provision of the credit facility, the Company is obliged to pay a servicing fee and provision of 0.5% of the credit facility with the following details:

- 0.2% p.a. of the Credit Facility limit that is paid no later than one working day after signing the agreement.
- 0.3% p.a of the amount of credit facilities drawn, which is paid for each drawdown.

Collateral for this credit facilities are as follows:

- Accounts receivable including PSO claims, both existing and future, are bound by fiduciary.
- Supplies, bound by fiduciary.
- PSO income accounts, tied with pawning.

The binding value/guarantee value for each fiduciary collateral is a minimum of 150% of the credit facility limit.

On 29 Juny 2021, the Company has fully repaid all of its borrowings from PT Bank Mandiri (Persero) Tbk.

The outstanding this credit facility as of December 31, 2021 and 2020 are nil and Rp100,000,000,000, respectively.

24. Liabilitas Imbalan Kerja Jangka Pendek

Liabilitas imbalan kerja jangka pendek pada tanggal 31 Desember 2021 dan 2020 merupakan pencadangan bonus masing-masing sebesar Rp70.120.983.999 dan Rp21.737.074.343.

24. Short Term Employee Benefits Liabilities

Short-term employee benefits obligations as of December 31, 2021 and 2020 represents accrued bonus amounting to Rp70,120,983,999 and Rp21,737,074,343, respectively.

25. Liabilitas Sewa

	2021 Rp	2020 Rp	
Liabilitas Sewa Jangka Pendek	963,296,607	728,774,407	Short Term Lease Liability
Liabilitas Sewa Jangka Panjang	183,086,319	796,125,012	Long Term Lease Liability
Jumlah	1,146,382,926	1,524,899,419	Total

Liabilitas sewa merupakan liabilitas sewa aset kendaraan dan lahan (Catatan 14).

lease liabilities represent lease of vehicle and land (Note 14).

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26. Liabilitas Imbalan Kerja

Jumlah liabilitas berdasarkan perhitungan aktuarial independen pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

Perusahaan menghitung dan mencatat biaya imbalan kerja untuk seluruh pegawai kontrak berdasarkan Undang-Undang Cipta Kerja No. 11/2021 untuk tahun yang berakhir pada 31 Desember 2021 dan karyawan permanen Undang-Undang Ketenagakerjaan No. 13/2003 untuk tahun yang berakhir pada 31 Desember 2020.

Perusahaan mengikuti Program Dana Pensiun Lembaga Keuangan Non-Bank PT Asuransi Jiwasraya, Perjanjian No.020/HK-UM/KCJ/III/2017.

Jumlah karyawan yang berhak atas imbalan pascakerja tersebut masing-masing adalah 1.325 dan 1.329 orang pada 31 Desember 2021 dan 2020.

Perusahaan mencatat liabilitas imbalan kerja berdasarkan laporan valuasi aktuarial dari KKA Azwir Arifin dan Rekan No. 220024/LA-AAR/I/2022, tanggal 3 Januari 2022 dan KKA Azwir Arifin dan Rekan No.21057/LA-AAR/XII/2020, tanggal 31 Desember 2020.

Asumsi utama perhitungan aktuarial adalah sebagai berikut:

	2021	2020	
Usia Pensiun	56 Tahun/ Years	56 Tahun/ Years	Pension Age
Tingkat Mortalita	TMI IV/2019	TMI IV/2019	Mortality Rate
Tingkat Kenaikan Gaji	9% per tahun/per annum	9% per tahun/per annum	Rate of Salary Increases
Tingkat Diskonto	3.40%-7.60% per tahun/per annum	4.18-7.84% per tahun/per annum	Discount Rate
Tingkat Cacat	1% per tahun/per annum	1% per tahun/per annum	Disability Rate
Tingkat Pengunduran Diri:			Resignation Rate:
Usia 20 – 29 (per tahun)	5%	5%	Ages of 20 - 29 (per annum)
Usia 30 – 39 (per tahun)	4%	4%	Ages of 30 – 39 (per annum)
Usia 40 – 44 (per tahun)	3%	3%	Ages of 40 – 44 (per annum)
Usia 45 – 49 (per tahun)	2%	2%	Ages of 45 – 49 (per annum)
Usia 50 – 54 (per tahun)	1%	1%	Ages of 50 – 54 (per annum)
Metode	Projected Unit Credit	Projected Unit Credit	Method

a. Jumlah liabilitas berdasarkan perhitungan aktuarial independen pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

	2021 Rp	2020 Rp
Nilai Kini Liabilitas	49,849,096,780	38,275,716,204
Nilai Wajar Aset Program	(34,081,703,378)	(20,685,427,311)
Defisit	15,767,393,402	17,590,288,893
Dampak atas Pembatasan Aset	--	--
Liabilitas yang Diakui dalam Posisi Keuangan	15,767,393,402	17,590,288,893

26. Employee Benefits Liabilities

Total liabilities based on the Independent Actuary's calculation as of December 31, 2021 and 2020 are as follows:

The Company calculates and records the cost of the employee benefits for all local non permanent employees based on Job Creation Law No. 11/2021 for the year ended December 31, 2021 and permanent Law No. 13/2003 for the year ended December 31, 2020.

The Company participated in the PT Asuransi Jiwasraya Non-Bank Financial Institution Pension Fund Program, Agreement No.020/HK-UM/KCJ/III/2017.

The number of employees entitled to the benefits are 1,325 and 1,329 people as of December 31, 2021 and 2020, respectively.

The Company recorded employee benefits liabilities based on the actuarial valuation report from KKA Azwir Arifin dan Rekan No. 220024/LA-AAR/I/2022, dated January 3, 2022 and KKA Azwir Arifin dan Rekan No.21057/LA-AAR/XII/2020, dated December 31, 2020.

The main actuarial assumption calculations are as follows:

a. Total liabilities based on the Independent Actuary's calculation as of December 31, 2021 and 2020 are as follows:

The Present Value of The Obligation
The Fair Value of Plan Assets
Deficit
The Impact on The Asset Limitation
**Liabilities Recognized in
the Financial Position**

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b. Beban Imbalan Kerja Neto

	2021	2020	
	Rp	Rp	
Biaya Jasa Kini	9,313,959,421	8,925,143,132	Current Service Cost
Bunga Neto	1,255,126,562	1,225,296,764	Net Interest
Biaya Jasa Lalu yang Diakui	81,692,370	10,409,218,321	Past Service Costs are Recognized
Beban yang Diakui Dalam Laporan Laba Rugi	10,650,778,353	20,559,658,217	Expenses Recognized in The Profit (Loss)

b. Net Benefit Expense

**c. Perubahan liabilitas berdasarkan perhitungan
aktuarial independen adalah sebagai berikut:**

	2021	2020	
	Rp	Rp	
Liabilitas pada Awal Tahun	17,590,288,893	3,718,020,739	Liabilities at The Beginning of The Year
Beban yang Diakui pada Tahun Berjalan	10,650,778,353	20,559,658,217	Expenses Recognized on the Current Year
Penghasilan Komprehensif Lain	1,879,015,143	(594,809,424)	Other Comprehensive Income
Realisasi Pembayaran Manfaat Iuran Perusahaan	--	--	Realization of Payment of Benefits Company Contribution
Liabilitas pada Akhir Tahun	15,767,393,402	17,590,288,893	Liabilities at End of Year

**c. Changes liability based on independent
actuarial calculation are as follows:**

Imbalan pascakerja imbalan pasti memberikan eksposur Perusahaan terhadap risiko aktuarial seperti risiko investasi, risiko tingkat bunga dan risiko gaji.

The defined post-employment benefits typically expose the Company to actuarial risks such as investment risk, interest rate risk and salary risk.

Risiko Investasi

Nilai kini kewajiban imbalan pasti dihitung menggunakan tingkat diskonto yang ditetapkan dengan mengacu pada imbal hasil obligasi korporasi berkualitas tinggi; jika pengembalian aset program di bawah tingkat tersebut, hal itu akan mengakibatkan defisit program.

Investment risk

The present value of the defined benefit plan liability is calculated using a discount rate determined by reference to high quality corporate bond yields; if the return on plan asset is below this rate, it will create a plan deficit.

Risiko Tingkat Bunga

Nilai kini kewajiban imbalan pasti dihitung dengan menggunakan tingkat diskonto yang mengacu pada suku bunga obligasi. Penurunan suku bunga obligasi akan meningkatkan liabilitas program.

Interest risk

The present value of defined benefit liability is calculated using a discount rate which refers to the bond interest rate. A decrease in the bond interest rate will increase the plan liability.

Risiko Gaji

Nilai kini kewajiban imbalan pasti dihitung dengan mengacu pada gaji masa depan peserta program. Dengan demikian, kenaikan gaji peserta program akan meningkatkan liabilitas program itu.

Salary risk

The present value of the defined benefit plan liability is calculated by referring to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

Perubahan tingkat kenaikan gaji dan tingkat diskonto yang diasumsikan pada tanggal 31 Desember 2021 dan 2020 akan memberikan dampak terhadap saldo nilai kini kewajiban imbalan pasti sebagai berikut:

Changes in the assumed discount rate and salary increase rate as of December 31, 2021 and 2020 would have the following effects on balances of present value of defined benefit obligation:

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	2021 Rp	2020 Rp	
Analisa Sensivitas Tingkat Diskonto:			<i>Sensitivity Analysis of Discount Rate</i>
Jika Tingkat + 1%	42,423,820,292	32,612,641,881	<i>If Rate + 1%</i>
Jika Tingkat - 1%	59,129,722,416	45,364,697,508	<i>If Rate - 1%</i>
Analisa Sensivitas Kenaikan Gaji:			<i>Sensitivity Analysis of Salary Increase</i>
Jika Tingkat + 1%	58,844,553,093	45,159,460,518	<i>If Rate + 1%</i>
Jika Tingkat - 1%	42,500,004,751	32,663,386,118	<i>If Rate - 1%</i>

27. Modal Saham

27. Capital Stock

Komposisi kepemilikan saham per
31 Desember 2021 dan 2020 sebagai berikut:

*The composition of shareholders as of December
31, 2021 and 2020 are as follows:*

	2021 dan/and 2020		
	Lembar saham/ <i>Shares</i>	Persentase kepemilikan/ <i>Percentage of ownerships</i>	Nilai saham ditempatkan dan disetor penuh/ <i>Shares value issued and fully paid</i>
		%	Rp
Pemegang Saham/Shareholders			
PT Kereta Api Indonesia (Persero)	230,000	99.78	230,000,000,000
Yayasan Pusaka	500	0.22	500,000,000
Jumlah/Total	230,500	100.00	230,500,000,000

28. Dividen dan Cadangan Tujuan

28. Dividend and Appropriated Reserve

Berdasarkan Risalah RUPS No. KP.303/VI/2/KA-2021 tanggal 9 Juni 2021 pemegang saham menyetujui untuk memberikan dividen sebesar Rp15.537.196.400 dan cadangan tujuan sebesar Rp62.148.785.598 atas laba tahun buku 2020.

Based on the Minutes of the GMS No. RUPS No. KP.303/VI/2/KA-2021 dated June 9, 2021 the shareholders agreed to provide a dividend of Rp15,537,196,400 and appropriated reserve of Rp62,148,785,598 for the profit of the fiscal year 2020.

Berdasarkan Risalah RUPS No. KAI KP.303/VI/4/KA-2020 tanggal 29 Juni 2020, pemegang saham menyetujui untuk memberikan dividen sebesar Rp37.879.375.038 atas laba tahun buku 2019.

Based on the Minutes of the GMS No. KP.303/VI/4/KA-2020 dated June 29, 2020, the shareholders agreed to provide a dividend of Rp37,879,375,038 for the profit of the fiscal year 2019.

29. Pendapatan

29. Revenues

	2021 Rp	2020 Rp	
Kompensasi Pemerintah (PSO)	1,628,646,173,921	1,187,288,407,911	<i>Government Compensation</i>
Pendapatan Angkutan Penumpang	531,390,042,199	614,010,128,963	<i>Passenger Revenue</i>
Pendapatan Penggantian Subsidi PSO	111,319,269,390	3,347,477,241	<i>PSO Subsidy Replacement Income</i>
Pendapatan Non Angkutan	127,355,068,897	81,799,513,905	<i>Non Transportation Revenue</i>
Pendapatan Pendukung Angkutan	91,068,000	178,958,000	<i>Transportation Supporting Revenue</i>
Jumlah Pendapatan	2,398,801,622,407	1,886,624,486,020	Total Revenues

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Pendapatan (beban) penggantian PSO adalah selisih perhitungan pendapatan PSO menurut Perusahaan dibandingkan dengan Badan Pemeriksa Keuangan (BPK). Selisih yang timbul antara jumlah PSO tercatat dengan pendapatan PSO menurut BPK dicatat pada periode laporan hasil audit diterima.

Pendapatan PSO Jabodetabek tahun 2020 menurut Perusahaan adalah Rp1.186.793.508.819 sedangkan pendapatan PSO menurut Badan Pemeriksa Keuangan (BPK) Rp1.298.112.778.208 sehingga terdapat selisih sebesar Rp 111.319.269.389.

Pendapatan PSO tahun 2019 menurut Perusahaan adalah Rp1.283.802.281.899, sedangkan pendapatan PSO menurut Badan Pemeriksa Keuangan (BPK) Rp1.287.149.759.140, sehingga terdapat selisih sebesar Rp3.347.477.241.

PSO subsidy replacement income (expense) is a difference of PSO income according to the Company's and according to the Supreme Audit Agency (SAA). The difference between the amount of PSO recorded and PSO revenue according to the SAA is recorded in the period of the audit report received.

According to the Company, PSO Jabodetabek revenue in 2020 was Rp1,186,793,508,819 while PSO income according to the Supreme Audit Agency (BPK) was Rp1,298,112,778,208, so there was a difference of Rp111,319,269,389.

According to the Company, PSO revenue in 2019 was Rp1,283,802,281,899, while PSO income according to the Supreme Audit Agency (BPK) was Rp1,287,149,759,140, so there was a difference of Rp3,347,477,241.

30. Beban Pokok Pendapatan

30. Cost of Revenues

	2021 Rp	2020 Rp	
Perawatan Sarana Perkeretaapian	303,005,314,765	323,273,304,460	Railway Facilities Maintenance
Pemakaian Bahan Bakar	198,546,495,955	180,624,691,901	Fuel Used
Pemeliharaan Prasarana			Maintenance of Supporting
Pendukung	174,538,299,627	121,573,811,507	Infrastructure
Pegawai Operasional	122,152,819,385	97,120,385,266	Operational Officer
Track Access Charge	61,450,473,064	65,902,817,135	Track Access Charge
Penyusutan Sarana Gerak			Vehicles Depreciation
(Catatan 13)	49,992,909,849	46,244,016,024	(Note 13)
Penyusutan Prasarana Pendukung			Infrastructure Support Depreciation
(Catatan 13)	49,714,997,793	52,187,082,944	(Note 13)
Cuci Sarana	36,433,016,641	33,660,513,218	Railway Wash
Sewa Dipo Depok (Catatan 14)	20,564,564,004	6,854,854,668	Dipo Depok Rental (Note 14)
Sewa Sarana (Catatan 14)	288,167,450	362,890,784	Facilities Rent (Note 14)
Beban Umum Stasiun :			General Expenses Stations:
Beban K3	514,253,768,366	469,030,932,366	K3 Expenses
Pemeliharaan	5,978,320,694	4,952,856,192	Maintenance
Pakaian Seragam	1,131,574,160	994,077,465	Uniform
Lain-lain	1,014,495,281	876,545,535	Others
Jumlah	1,539,065,217,034	1,403,658,779,465	Total

31. Beban Usaha

31. Operating Expenses

	2021 Rp	2020 Rp	
Beban Pemasaran/Penjualan			Marketing/Selling Expenses
Gaji Pegawai	128,294,453,869	115,925,691,554	Salaries
Jasa Pelayanan Penumpang	43,868,548,399	46,823,831,662	Passenger Services
Percetakan	28,825,595,384	13,533,271,902	Printing
Publikasi dan Promosi	7,104,821,698	3,291,518,223	Promotion and Publication
Pengobatan	4,404,830,243	2,322,536,624	Medical

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	2021 Rp	2020 Rp	
Asuransi Kecelakaan Penumpang	2,850,057,972	2,687,020,021	Passenger Accident Insurance
Inventaris	2,187,473,313	437,032,580	Supplies
Rapat Kerja & Koordinasi	1,260,854,583	782,612,444	Business Meetings and Coordination
Alat Tulis Kantor	1,083,367,595	129,513,688	Stationery
Merchant Discount Rate	804,516,081	1,115,408,114	Merchant Discount Rate
Perlengkapan Kantor	143,022,106	1,363,371,533	Offices Equipment
Lain-lain	4,443,484,282	3,109,261,916	Others
Sub jumlah	<u>225,271,025,525</u>	<u>191,521,070,261</u>	Sub total
Beban Umum & Administrasi			General & Administrative Expenses
Beban Pegawai	164,960,158,903	120,506,666,932	Employee Expenses
Asuransi	25,030,807,894	22,091,289,302	Insurance
Imbalan Pascakerja (Catatan 26)	10,650,778,353	20,559,658,217	Post Employment Benefit (Note 26)
Pemeliharaan	6,948,664,519	5,609,497,449	Maintenance
Kerumahaan	6,383,747,211	5,912,246,460	Housekeeping
Pelatihan dan Rekrutmen	3,182,425,864	2,875,479,881	Training and Recruitment
Perjalanan Dinas	2,470,590,405	1,499,432,789	Business Travel
Pakaian Seragam	2,126,103,600	2,121,978,825	Uniform
Perlengkapan dan Peralatan	1,797,863,638	1,723,614,062	Tools and Equipment
Penggerak dan Penerangan	1,629,216,870	1,587,405,474	Generator and Lighting
Konsultan	1,506,552,472	1,077,108,400	Consultant
Sewa	1,444,910,500	600,929,095	Rent
Penyusutan (Catatan 12)	1,414,191,797	2,186,802,902	Depreciation (Note 12)
Amortisasi (Catatan 13)	1,297,850,675	1,297,850,675	Amortization (Note 13)
Penyusutan Aset Hak Guna (Catatan 14)	1,022,656,000	951,998,149	Depreciation for Right of Use Asset (Note 14)
Air dan Telepon	691,223,067	639,429,078	Water and Telephone
Alat Tulis Kantor	494,865,732	574,875,980	Stationery
Lain-lain	2,502,691,184	4,170,948,712	Others
Sub jumlah	<u>235,555,298,684</u>	<u>195,987,212,382</u>	Sub total
Jumlah	<u>460,826,324,209</u>	<u>387,508,282,643</u>	Total

32. Pendapatan (Beban) Lain-lain

32. Others Income (Expenses)

	2021 Rp	2020 Rp	
Penghasilan Lain-lain			Other Income
Pemulihan Cadangan Penurunan Nilai Piutang Usaha (Catatan 7)	22,324,346,846	--	Recovery of Impairment on Accounts Receivables (Note 7)
Penjualan Barang Limbah	3,475,518,372	--	Sales on Scrap
Kenaikan Nilai Investasi (Catatan 15)	1,773,000,000	45,483,311,700	Increase in Investment Value (Note 15)
Denda atas Kontrak	1,255,912,151	6,162,872,528	Penalty for Contract
Pemulihan Cadangan Penurunan Nilai Radio Kabin (Catatan 16)	--	1,079,508,961	Recovery of Retired Asset Cabine Radio (Catatan 16)
Lain-lain	1,994,599,225	1,253,362,763	Others
Sub Total	<u>30,823,376,594</u>	<u>53,979,055,952</u>	Sub Total
Beban Lain-lain			Other Expenses
Cadangan Penurunan Nilai Piutang Usaha (Catatan 7)	(36,665,908,889)	--	Impairment on Accounts Receivables (Note 7)
Cadangan Penurunan Nilai Aset Lain-lain (Catatan 16)	(11,142,504,944)	(5,541,025,199)	Provision on Impairment of Other Assets Expense (Note 16)
Beban Administrasi Bank	(709,655,612)	(1,073,130,349)	Bank charges
Rugi Selisih Kurs	(398,932,091)	(6,786,506,100)	Loss on Foreign Exchange
Beban Pajak Lainnya	(120,993,020)	(924,347,371)	Other Tax Expenses
Rugi Penghapusan Aset tetap	--	(1,079,508,961)	Loss in Asset Disposal
Lain-lain	(1,132,931,523)	(2,420,705,423)	Others
Sub Total	<u>(50,170,926,079)</u>	<u>(17,825,223,403)</u>	Sub Total
Jumlah	<u>(19,347,549,485)</u>	<u>36,153,832,549</u>	Total

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33. Pendapatan (Beban) Keuangan	2021	2020	
	Rp	Rp	
Jasa Giro	6,470,165,782	5,707,117,276	Current Account
Bunga Deposito	4,176,064,911	1,487,631,714	Deposit Interest Income
Jumlah	10,646,230,693	7,194,748,990	Total
Bunga Pinjaman Sindikasi untuk Pembelian Sarana	(23,135,965,398)	(21,574,868,115)	Interest of Syndicated Loan for Purchasing EMU
Bunga Pinjaman Bank Jangka Pendek	(504,166,667)	(2,268,750,001)	Interest of Short Term Bank Loan
Bunga Liabilitas Sewa	(138,151,079)	(167,778,471)	Interest for Lease Liabilities
Jumlah	(23,778,283,144)	(24,011,396,587)	Total

34. Transaksi Signifikan dengan Pihak Berelasi	34. Significant Transactions with Related Parties
---	--

Perusahaan merupakan bagian dari suatu kelompok usaha sebagaimana dijelaskan di bawah, dalam menjalankan operasinya berhubungan dan melakukan transaksi dengan pihak-pihak yang berelasi. Mengenai hubungan tersebut, terdapat kemungkinan adanya transaksi yang dilakukan dengan kondisi dan syarat yang tidak sama apabila transaksi tersebut dilakukan dengan pihak ketiga.

Sifat hubungan dengan pihak-pihak yang berelasi sebagai berikut:

- a) Pemerintahan Republik Indonesia diwakili oleh Menteri BUMN merupakan pemegang saham Perusahaan dan BUMN lain memiliki hubungan afiliasi melalui penyertaan modal Pemerintah Republik Indonesia.
- b) Perusahaan menempatkan dan meminjam dana pada bank-bank yang dimiliki Pemerintah dengan persyaratan dan tingkat bunga normal sebagaimana yang berlaku untuk nasabah pihak ketiga.
- c) Perusahaan yang mengadakan perjanjian dalam rangka usaha, dengan BUMN-BUMN lain merupakan entitas anak BUMN serta badan-badan lembaga-lembaga pemerintah yang berwenang.
- d) Mempunyai anggota pengurus yang sama dengan entitas anak, yaitu Direksi Perusahaan menjadi Komisaris pada entitas anak.

The Company is a part of a business group as described below in performing its operations and transactions with related parties. With respect to relationship, there is possibilities of a transaction made with the conditions and terms which are not the same if the transaction is carried out with third parties.

Nature of relationship with a related parties are as follows:

- a) *The Government of Republic of Indonesia represented by the Minister of State-Owned Enterprises is the Company's shareholder and other state affiliates through a capital investment of the Government of Republic of Indonesia.*
- b) *The Government of Republic of Indonesia represented by the Minister of State-Owned Enterprises is the Company's shareholder and other state affiliates through a capital investment of the Government of Republic of Indonesia.*
- c) *The Company enters into business agreement with other state-owned enterprises or its subsidiaries or other authorized government's agencies.*
- d) *The Company enters into business agreement with other state-owned enterprises or its subsidiaries or other authorized government's agencies.*

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Berikut adalah transaksi dengan pihak berelasi yang material:

Below are the material transactions with related parties:

	2021	2020
	Rp	Rp
<u>Bank (Catatan 5)/Banks (Note 5)</u>		
PT Bank Rakyat Indonesia (Persero) Tbk	501,520,680,145	39,279,281,923
PT Bank Mandiri (Persero) Tbk	253,463,259,680	404,930,293,087
PT Bank Negara Indonesia (Persero) Tbk	135,195,159,796	137,783,728,550
PT Bank Syariah Indonesia (Persero) Tbk	1,963,989,267	--
PT Bank Tabungan Negara (Persero) Tbk	157,215,373	817,000
Jumlah/Total	892,300,304,261	581,994,120,560
% terhadap Jumlah Aset/ % to Total Assets	38.71%	31.71%
<u>Dana Dibatasi Penggunaannya (Catatan 6)/ Restricted Fund (Note 6)</u>		
Rekening Giro dan Deposito/Bank Accounts and Time Deposits		
PT Bank Negara Indonesia (Persero) Tbk	133,479,592,501	120,537,913,802
PT Bank Rakyat Indonesia (Persero) Tbk	5,249,376,617	1,251,049,514
PT Bank Mandiri (Persero) Tbk	5,249,218,805	1,251,921,702
Jumlah/Total	143,978,187,923	123,040,885,018
% terhadap Jumlah Aset/ % to Total Assets	6.25%	5.34%
<u>Piutang Usaha (Catatan 7)/Accounts Receivable (Note 7)</u>		
PT Kereta Api Indonesia (Persero)	316,772,325,462	209,041,682,863
Dikurangi: Cadangan Kerugian Penurunan Nilai/ Less: Allowance for Impairment Losses	(151,195,377,132)	(148,453,034,761)
Subjumlah/Subtotal	165,576,948,330	60,588,648,102
PT Fintek Karya Nusantara	4,425,095,024	--
PT Railink	3,651,586,189	5,003,219,686
PT Bank Mandiri (Persero) Tbk	272,727,273	--
PT Bank Rakyat Indonesia (Persero) Tbk	272,727,272	--
PT Bank Negara Indonesia (Persero) Tbk	272,727,272	--
PT Reska Multi Usaha	--	1,250,000,000
Cadangan Kerugian Penurunan Nilai/Allowance for Impairment Losses	(3,214,798,527)	(5,157,183,768)
Subjumlah/Subtotal	5,680,064,503	1,096,035,918
Jumlah - Neto/Total - Net	171,257,012,833	61,684,684,020
% terhadap Jumlah Aset/ % to Total Assets	14.13%	11.73%
<u>Aset Keuangan Lancar Lainnya (Catatan 8)/ Other Current Financial Assets (Note 8)</u>		
PT Railink	710,632,430	749,935,251
Jumlah/Total	710,632,430	749,935,251
% terhadap Jumlah Aset/ % to Total Assets	0.03%	0.04%

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	2021	2020
	Rp	Rp
<u>Utang Usaha (Catatan 18)/Accounts Payable (Note 17)</u>		
PT Indonesia Comnet Plus	38,660,851,000	--
PT Telekomunikasi Indonesia (Persero) Tbk	33,716,621,398	2,076,826,125
PT Reska Multi Usaha	7,147,878,893	2,139,695,699
PT Inka Multi Solusi Trading	3,416,463,199	--
PT Kereta Api Pariwisata	2,962,054,910	1,291,898,489
PT Kereta Api Properti Manajemen	1,945,364,760	1,036,542,460
PT Kereta Api Indonesia (Persero)	1,628,490,697	177,965,589
PT Telekomunikasi Selular (Persero) Tbk	784,808,640	93,772,800
PT Sigma Cipta Caraka	747,786,050	479,600,000
PT Len Rekaprima Semesta	528,293,268	--
PT Bank Rakyat Indonesia (Persero) Tbk	250,000,000	250,000,000
PT Sigma Metrasys Solution	191,936,250	248,047,250
PT Asuransi Jiwa Inhealth	189,770,890	238,408,396
PT Sucofindo (Persero)	41,800,000	--
PT Nutech Integrasi	--	729,399,726
Perum Percetakan Negara Republik Indonesia	--	139,380,615
Jumlah/Total	92,212,119,955	8,901,537,149
% terhadap Jumlah Liabilitas/% to Total Liabilities	9.16%	1.10%
<u>Utang Dividen/ Dividend Payable</u>		
PT Kereta Api Indonesia (Persero)	15,503,493,154	--
Jumlah/Total	15,503,493,154	--
% terhadap Jumlah Liabilitas/% to Total Liabilities	1.54%	0.00%
<u>Utang Bank Jangka Pendek (Catatan 23)</u>		
<u>Short-Term Bank Loans (Note 23)</u>		
PT Bank Mandiri (Persero) Tbk	--	100,000,000,000
Jumlah/Total	--	100,000,000,000
% terhadap Jumlah Liabilitas/% to Total Liabilities	0.00%	9.93%
<u>Pinjaman Jangka Panjang (Catatan 22)</u>		
<u>Long-Term Loans (Note 22)</u>		
PT Bank Negara Indonesia (Persero) Tbk	72,350,929,563	87,211,547,027
PT Bank Rakyat Indonesia (Persero) Tbk	72,350,929,563	87,211,547,027
PT Bank Mandiri (Persero) Tbk	72,350,929,563	87,211,547,027
Jumlah/Total	217,052,788,689	261,634,641,080
% terhadap Jumlah Liabilitas/% to Total Liabilities	21.55%	32.47%

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Rincian transaksi signifikan pendapatan, beban operasi dari pihak berelasi terhadap beban pokok pendapatan dan beban usaha pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

Details of of significant revenues, operating expenses from related parties to cost of revenue and operating expenses as of December 31, 2021 and 2020 is as follows:

	2021	2020
	Rp	Rp
<u>Beban Pokok Pendapatan (Catatan 29)/</u>		
<u>Cost of Revenue (Note 29)</u>		
PT Perusahaan Listrik Negara (Persero)	201,293,676,862	184,082,837,657
PT Reska Multi Usaha	85,777,930,551	32,021,501,929
PT Telekomunikasi Indonesia (Persero) Tbk	66,315,572,763	53,745,535,366
PT Kereta Api Pariwisata	63,826,889,272	46,665,245,896
PT Kereta Api Properti Manajemen	11,872,347,397	4,783,347,432
PT Inka Multi Solusi Service	3,416,463,199	--
PT Len Rekaprima Semesta	3,098,201,268	--
PT Sigma Cipta Caraka	2,554,692,312	1,838,650,000
PT Indonesia Comnet Plus	1,351,141,000	
PT Bank Negara Indonesia (Persero) Tbk	1,075,200,000	1,030,200,000
PT GMF Aero Asia	655,025,554	--
PT Nutech Integrasi	237,194,100	171,878,476
PT Telekomunikasi Selular	207,240,000	93,772,800
PT Sucofindo (Persero)	41,800,000	--
PT Kereta Api Indonesia (Persero)	--	784,950,243
PT Sigma Metrasys Solution	--	1,314,156,250
Perum Percetakan Republik Indonesia	--	139,380,615
Jumlah/Total	441,723,374,278	326,671,456,664
% terhadap Jumlah Beban Pendapatan/ Cost of Revenue	28.70%	23.27%
<u>Beban Usaha (Catatan 30)/ Operating Expense (Note 30)</u>		
PT Kereta Api Pariwisata	53,699,127,973	48,351,156,419
PT Asuransi Jiwa Inhealth	25,032,171,412	22,091,289,302
PT Asuransi Jiwasraya (Persero)	17,047,328,116	7,087,517,804
PT Reska Multi Usaha	9,270,281,418	6,000,456,560
PT Perusahaan Listrik Negara (Persero)	1,429,698,305	1,378,752,298
PT Asuransi BRI Life	660,496,623	--
PT Kereta Api Indonesia (Persero)	498,268,806	--
PT Surveyor Indonesia	258,764,500	--
PT Bank Negara Indonesia (Persero) Tbk	177,888,023	--
Perum Percetakan Negara Republik Indonesia	155,858,120	--
Jumlah/Total	108,229,883,296	84,909,172,383
% terhadap Jumlah Beban Usaha/ Operating Expense	23.49%	21.91%

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Sifat transaksi hubungan dengan pihak berelasi
adalah sebagai berikut:

*Details of nature of related parties and types of
transactions with related parties are as follow:*

Pihak-pihak berelasi/ Related parties	Sifat hubungan/ Nature of relationship	Sifat transaksi/ Nature of transaction
PT Kereta Api Indonesia (Persero)	Pemegang Saham Perusahaan/ Stockholders of the Company	Piutang usaha, Pendapatan PSO, Utang usaha, Jasa sewa/ Account receivables, Account payables, Rent expense
PT Kereta Api Pariwisata	Entitas Sepengendali/Under Common Control Entity	Utang Usaha, Beban akomodasi hotel dan tiket perjalanan, Outsourcing/ Account payables and Travel expense, outsourcing
PT Kereta Api Properti Manajemen	Entitas Sepengendali/Under Common Control Entity	Utang usaha dan Transaksi jasa konstruksi/ Account payables and Construction services transaction
PT KA Logistik	Entitas Sepengendali/Under Common Control Entity	Biaya Pengangkutan/ Freight charges,
PT Railink	Entitas Sepengendali/Under Common Control Entity	Aset keuangan lancar lainnya, Biaya listrik aliran atas/ Other current financial assets, Electricity expense
PT Reska Multi Usaha	Entitas Sepengendali/Under Common Control Entity	Utang Usaha, Biaya kebersihan, Outsourcing/ Account payables, Cleaning service fee, Outsourcing
PT Bank Mandiri (Persero) Tbk	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Penempatan kas dan setara kas, Pemberian pinjaman jangka panjang, Pinjaman jangka pendek/ Placement of cash and cash equivalents, Issuance of long-term loan, short term loan
PT Bank Rakyat Indonesia (Persero) Tbk	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Penempatan kas dan setara kas, Pemberian pinjaman jangka panjang Dana dibatasi penggunaannya/ Placement of cash and cash equivalents Restricted cash, Issuance of long-term loan
PT Bank Negara Indonesia (Persero) Tbk	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Penempatan kas dan setara kas, dan deposito berjangka dibatasi penggunaannya, Pemberian pinjaman jangka panjang/ Placement of cash and cash equivalents, time deposits restricted funds, Issuance of long-term loan
PT Bank Tabungan Negara (Persero) Tbk	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Penempatan kas di bank/Placement of cash in bank
PT Telekomunikasi Indonesia (Persero) Tbk	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Perawatan perangkat E-ticketing, Perawatan perangkat C-Vim/ E-Ticketing maintenance, Vending Machines maintenance,
PT GMF Aero Asia	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Pekerjaan rewinding & Overhaul MG & MC KRL/ Rewinding & Overhaul MG & MC KRL Job
PT Sygma Metrasys Solution	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	External IT support aplikasi SAP 2020/ External IT support for SAP 2020 applications
PT Perusahaan Listrik Negara (Persero)	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Transaksi pembelian tenaga listrik/ Purchase of electricity
PT Asuransi Jiwasraya (Persero)	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Pengadaan asuransi program pesangon/ Payment of contribution for defined benefit plan
PT Asuransi Jiwa Inhealth	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Pengadaan program asuransi kesehatan/ Payment of health insurance program
PT Sigma Cipta Caraka	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Utang usaha, sewa data center/ Account payables, rent data centre
PT Fintek Karya Nusantara	Penyertaan saham/ Investment in shares	Piutang usaha, Pendapatan space iklan, sharing infrastruktur/ Account receivables, Advertising space revenue, sharing infrastructure
PT Surveyor Indonesia	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Jasa atas survei/Survey service
PT Nutech Integrasi	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Jasa Perawatan Mesin Sortir Uang/Money Sorting Machine Maintenance Services
PT Len Rekaprima Semesta	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Jasa Perawatan Suku Cadang Simulator Kereta/ Train Simulator Spare Parts Maintenance Services
Perum Percetakan Negara Republik Indonesia	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Jasa Percetakan/Printing Service
PT Telekomunikasi Selular	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Jasa Internet, Fleetsight, dan Kabin Masinis di KRL/ Internet Services, Fleetsight, and Machinist Cabins on KRL
PT Indonesia Comnet Plus	Entitas Berelasi dengan Pemerintah/ Related Entity with the Government	Jasa Sewa Metro-E, Pengadaan Video Analitik, Pengembangan Infrastruktur/ Metro-E Rental Services, Video Analytics Procurement, Infrastructure Development

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Pihak-pihak berelasi/ <i>Related parties</i>	Sifat hubungan/ <i>Nature of relationship</i>	Sifat transaksi/ <i>Nature of transaction</i>
PT Inka Multi Solusi Service	Entitas Berelasi dengan Pemerintah/ <i>Related Entity with the Government</i>	Jasa Perawatan Sarana Gerak KFW/ <i>KFW Mobile Facilities Maintenance Services</i>
PT Asuransi BRI Life	Entitas Berelasi dengan Pemerintah/ <i>Related Entity with the Government</i>	Pengadaan program asuransi kesehatan/ <i>Payment of health insurance program</i>

35. Perjanjian-perjanjian Penting

Pengelolaan Space Iklan di KRL

Pada tanggal 1 Februari 2019, berdasarkan perjanjian No. 005/HK-UM/KCI/II/2019 yang diamandemen kembali (amandemen 2) dengan perjanjian No. 045/HK-UM/KCI/XI/2021 tanggal 1 November 2021, Perusahaan mengadakan perjanjian dengan PT Alternative Digital Media Group terkait dengan pengelolaan space iklan di KRL. Perjanjian ini berlaku selama 5 (lima) tahun dari tanggal 1 Maret 2019 hingga 31 Agustus 2024.

Penyelenggaraan Kegiatan Penggunaan Uang Elektronik Bank Pada Sistem E-Ticketing Wilayah Operasi Yogyakarta-Solo Balapan

Pada tanggal 27 Oktober 2021 berdasarkan perjanjian No. 042/HK-UM/KCI/X/2021 Perusahaan menandatangani perjanjian Penyelenggaraan Kegiatan Penggunaan Uang Elektronik Bank Pada Sistem E-Ticketing Wilayah Operasi Yogyakarta-Solo Balapan dengan PT Bank Central Asia Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk dan PT Bank Negara Indonesia (Persero) Tbk. Jangka waktu pelaksanaan berlaku sampai dengan 9 Februari 2022.

Penyelenggaraan Kegiatan Penggunaan Uang Elektronik Bank Pada Sistem E-Ticketing KCI Dilintas Jabodetabek-Cikarang-Rangkasbitung

Pada tanggal 27 Oktober 2021 berdasarkan perjanjian No. 043/HK-UM/KCI/X/2021 Perusahaan menandatangani perjanjian Penyelenggaraan Kegiatan Penggunaan Uang Elektronik Bank Pada Sistem E-Ticketing KCI Dilintas Jabodetabek-Cikarang-Rangkasbitung dengan PT Bank Central Asia Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk dan PT Bank Negara Indonesia (Persero) Tbk. Jangka waktu pelaksanaan berlaku sampai dengan 31 Desember 2021. Sampai laporan keuangan ini diterbitkan proses negoisasi perpanjangan perjanjian masih dalam proses.

35. Significant Agreements

Advertising Space Management in KRL

On February 1, 2019, based on agreement No. 005/ HK-UM/KCI/II/2019 which amended again (amendemen 2) by agreement No. 045/HK-UM/KCI/XI/2021 dated November 1, 2021, the Company entered into an agreement with PT Alternative Digital Media Group related to the management of advertising space on KRL. This agreement is valid for 5 (five) years from March 1, 2019 to August 31, 2024.

Organizing the Use of Bank Electronic Money in the E-Ticketing System for the Yogyakarta-Solo Balapan Operation Area

On October 27, 2021 based on agreement No. 042/HK-UM/KCI/X/2021 the Company signed an agreement for the Implementation of the Use of Bank Electronic Money in the E-Ticketing System for the Yogyakarta-Solo Balapan Operation Area with PT Bank Central Asia Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk and PT Bank Negara Indonesia (Persero) Tbk. The implementation period is valid until February 9, 2022.

Implementation of Bank Electronic Money Use Activities in the KCI E-Ticketing System Crossing Jabodetabek-Cikarang-Rangkasbitung

On October 27, 2021 based on agreement No. 043/HK-UM/KCI/X/2021 the Company signed an agreement for the Implementation of the Use of Bank Electronic Money in the KCI E-Ticketing System Crossing Jabodetabek-Cikarang-Rangkasbitung with PT Bank Central Asia Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, PT Bank Mandiri (Persero) Tbk and PT Bank Negara Indonesia (Persero) Tbk. The implementation period is valid until December 31, 2021. Until this financial statement is published the negotiation process extends the agreement is still in progress.

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Penggunaan Layanan Aplikasi Linkaja Pada Sistem E-Ticketing Wilayah Operasi Yogyakarta-Solo Balapan

Pada tanggal 9 Februari 2021 berdasarkan perjanjian No. 003/HK-UM/KCI/II/2021 Perusahaan menandatangani perjanjian Penggunaan Layanan Aplikasi Linkaja Pada Sistem E-Ticketing Wilayah Operasi Yogyakarta-Solo Balapan dengan PT Fintek Karya Nusantara. Jangka waktu pelaksanaan berlaku sampai dengan 31 Desember 2021. Sampai laporan keuangan ini diterbitkan proses negoisasi perpanjangan perjanjian masih dalam proses.

Penggunaan Layanan Aplikasi Linkaja Pada Pada Sistem E-Ticketing KCI Dilintas Jabodetabek-Cikarang-Rangkasbitung

Pada tanggal 21 Juni 2021 berdasarkan perjanjian No. 021/HK-UM/KCI/VI/2021 Perusahaan menandatangani perjanjian Penggunaan Layanan Aplikasi Linkaja Pada Sistem E-Ticketing KCI Dilintas Jabodetabek-Cikarang-Rangkasbitung dengan PT Fintek Karya Nusantara. Jangka waktu pelaksanaan berlaku sampai dengan 31 Oktober 2021. Sampai laporan keuangan ini diterbitkan proses negoisasi perpanjangan perjanjian masih dalam proses.

Branding Kartu KCI dan Top Up KMT serta Update Relasi THB melalui Layanan Pay Pro

Pada tanggal 22 Februari 2017 berdasarkan perjanjian No. 013/HK-BA/KCJ/II/2017 dan No. 084/AM0-AME/LGL/17 yang diamandemen dengan perjanjian No. 016/AM0-AMEK/LGL/17 Perusahaan mengadakan perjanjian dengan PT Indosat Tbk terkait dengan penyediaan layanan paypro, Top Up dan Loading KMT pada EDC Indosat. Perjanjian ini berlaku selama 5 (lima) tahun sejak tanggal penandatanganan perjanjian.

Branding Kartu KCI dan Top Up KMT melalui Layanan Pay Pro

Pada tanggal 20 Desember 2017 berdasarkan perjanjian No. 170/HK-UM/KCI/XII/2017 dan No. 21050/LGL-SPI/PKS/XI/2017 Perusahaan mengadakan perjanjian dengan PT Solusi Pasti Indonesia terkait dengan penyediaan Top Up KMT dengan layanan paypro dan branding merek paypro dan Loading KMT pada EDC PT Solusi Pasti Indonesia. Perjanjian ini berlaku selama 5 (lima) tahun sejak tanggal penandatanganan perjanjian.

Use of Linkaja Application Services in KCI E-Ticketing System for the Yogyakarta-Solo Balapan Operation Area

On February 9, 2021 based on agreement No. 003/HK-UM/KCI/II/2021 the Company signed an agreement to use the Linkaja Application Service in the E-Ticketing System for the Yogyakarta-Solo Balapan Operation Area with PT Fintek Karya Nusantara. The implementation period is valid until December 31, 2021. Until this financial statement is published the negotiation process extends the agreement is still in progress.

Use of Linkaja Application Services in KCI E-Ticketing Systems Crossing Jabodetabek-Cikarang-Rangkasbitung

On June 21, 2021 based on agreement No. 021/HK-UM/KCI/VI/2021 the Company signed an agreement to use the Linkaja Application Service on the KCI E-Ticketing System Crossing Jabodetabek-Cikarang-Rangkasbitung with PT Fintek Karya Nusantara. The implementation period is valid until October 31, 2021. Until this financial statement is published the negotiation process extends the agreement is still in progress.

Branding KCI Card and Top Up KMT as well as THB Relay Updates through Pay Pro

On February 22, 2017 based on agreement No. 013/HK-BA/KCJ/II/2017 and No. 084/AM0-AME/LGL/17 which amended by agreement No. 016/AM0-AMEK/LGL/17, the Company entered into an agreement with PT Indosat Tbk regarding the provision of paypro service, Top Up and Loading KMT on Indosat EDC. This agreement is valid for 5 (five) years from the date of signing the agreement.

Branding KCI Card and Top Up KMT through Pay Pro

On December 20, 2017 based on agreement No. 170/HK-UM/KCI/XII/2017 and No. 21050/LGL-SPI/PKS/XI/2017, the Company entered into an agreement with PT Solusi Pasti Indonesia related to the provision of Top Up KMT with paypro brand and branding paypro brand and KMT Loading at EDC PT Solusi Pasti Indonesia. This agreement is valid for 5 (five) years from the date of signing the agreement.

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Pengalihan Bisnis KA Basoetta

Proses pengalihan bisnis KA Basoetta kepada Perusahaan telah terjadi sejak tahun 2020 berdasarkan Perjanjian jual beli bersyarat (PPJB) Bisnis Kereta Api Bandara Soekarno Hatta pada tanggal 7 September 2020 dan dilakukan amandemen pada tanggal 24 Februari 2021.

Rencana ini telah ditindaklanjuti dengan komitmen bersama antara Perusahaan, PT Railink, PT Angkasa Pura II (Persero) dan PT Kereta Api Indonesia (Persero) yang nantinya akan dituangkan dalam sebuah perjanjian yang akan disepakati paling lama tanggal 27 Februari 2022.

Sampai tanggal penyelesaian laporan keuangan Perjanjian tersebut masih dalam proses pembahasan.

Basoetta Railways Business Transfer

The process of transferring the Basoetta Railways business to the Company's has occurred since 2020 based on the conditional sale and purchase agreement (PPJB) for the Soekarno Hatta Airport Railways Business on 7 September 2020 and an amendment was made on February 24, 2021.

This plan has been followed up with a joint commitment between the Company, PT Railink, PT Angkasa Pura II (Persero) and PT Kereta Api Indonesia (Persero) which will later be stated in an agreement that will be agreed no later than February 27, 2022.

As of the completion date of the financial statements, the agreement is still in the process of being discussed.

36. Instrumen Keuangan dan Manajemen Risiko Keuangan

a. Faktor dan kebijakan manajemen risiko keuangan

Dalam menjalankan aktivitas operasi, investasi dan pendanaan, Perusahaan menghadapi risiko keuangan yaitu risiko kredit, risiko likuiditas dan risiko pasar. Perusahaan mendefinisikan risiko-risiko tersebut sebagai berikut:

- Risiko kredit merupakan risiko yang muncul dikarenakan debitur tidak membayar semua atau sebagian piutang atau tidak membayar secara tepat waktu dan akan menyebabkan kerugian bagi Perusahaan.
- Risiko likuiditas adalah risiko yang terjadi jika posisi arus kas menunjukkan penghasilan jangka pendek tidak cukup menutupi pengeluaran jangka pendek.
- Risiko pasar terdiri atas:
 - Risiko mata uang merupakan risiko fluktuasi nilai instrumen keuangan yang disebabkan perubahan nilai tukar mata uang asing.
 - Risiko suku bunga terdiri dari risiko suku bunga atas nilai wajar, yaitu risiko fluktuasi nilai instrumen keuangan yang disebabkan perubahan suku bunga pasar dan risiko suku arus kas di masa datang akan berfluktuasi karena perubahan suku bunga pasar.

36. Financial Instruments and Financial Risk Management

a. Financial risk management factors and policies

In its operating, investing and financing activities, the Company is exposed to the following financial risks: credit risk, liquidity risk and market risk. The Company defines those risks as follows:

- *Credit risk represents risk due to the possibility that a customer will not repay all or a portion of a receivable or will not repay in a timely manner and therefore will cause a loss to the Company.*
- *Liquidity risk is the risk that occurs when the cash flows position indicates that short term revenue is insufficient to cover short term expenditures.*
- *Market risk consist of:*
 - *Currency risk represents the fluctuation risk in the value of financial instruments that caused the changes foreign exchange currency notes.*
 - *Interest rate risk consist of interest rate risk at fair value, which is the fluctuation risk of the financial instruments value that caused of the interest market rates and interest rate risk on cash flows, the cash flows risk in the future that will fluctuated because of interest market rate changes.*

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Dalam rangka untuk mengelola risiko tersebut secara efektif, Manajemen telah menyetujui beberapa strategi untuk pengelolaan risiko keuangan, yang sejalan dengan tujuan Perusahaan secara keseluruhan. Program manajemen risiko keuangan berfokus untuk meminimalisasi potensi kerugian yang berdampak buruk pada kinerja keuangan Perusahaan. Pedoman ini menetapkan tujuan dan tindakan yang harus diambil dalam rangka mengelola risiko keuangan yang dihadapi Perusahaan.

Pedoman utama dari kebijakan ini adalah semua kegiatan manajemen risiko keuangan dilakukan secara bijaksana, konsisten, dan mengikuti praktik pasar terbaik.

Berikut merupakan tabel aset keuangan dan liabilitas keuangan:

	2021 Rp	2020 Rp
Aset Keuangan		
Kas dan Setara Kas	914,585,624,845	611,613,812,355
Dana Dibatasi Penggunaannya	148,085,350,342	124,272,213,100
Piutang Usaha	234,397,027,690	70,079,707,710
Aset Keuangan Lancar Lainnya	5,900,009,762	917,880,778
Pendapatan Masih Harus Diterima	13,190,487	13,190,487
Investasi Jangka Panjang	54,853,000,000	53,080,000,000
Jumlah	1,357,834,203,126	859,976,804,430
Liabilitas Keuangan		
Utang Usaha	167,414,034,913	96,394,739,647
Utang Deviden	15,503,493,154	--
Beban Akrua	151,219,088,941	130,228,720,699
Liabilitas Keuangan Jangka Pendek Lainnya	5,160,597,766	7,091,470,534
Bagian Liabilitas Jangka Panjang Jatuh Tempo dalam Waktu Satu Tahun		
Utang Bank	59,442,469,856	44,581,852,392
Bagian Liabilitas Jangka Panjang Setelah dikurangi yang Jatuh Tempo dalam Waktu Satu Tahun		
Utang Bank	229,961,248,395	304,264,335,715
Jumlah	628,700,933,025	582,561,118,987

Risiko kredit

Risiko kredit Perusahaan terutama melekat pada rekening bank, piutang usaha dan piutang lain-lain.

Perusahaan tidak memiliki konsentrasi risiko kredit yang signifikan. Perusahaan memiliki kebijakan untuk memastikan bahwa penyerahan jasa hanya dilakukan kepada konsumen yang memiliki sejarah kredit yang baik. Selain itu, posisi piutang pelanggan dipantau secara terus menerus untuk mengurangi kemungkinan piutang yang tidak tertagih.

In order to effectively manage those risks, Management has approved some strategies for the financial risks management, which are in line with Company's objectives. Financial risk management program focuses to minimize potential loss which adversely impact on the Company's financial performance. These guidelines set up objectives and action to be taken in order to manage the financial risks that the Company faced.

The major guidelines of this policy are all financial risk management activities carried out on a prudent, consistent basis, and following the best market practices.

Below is a table of financial assets and financial liabilities:

Financial Assets
Cash and Cash Equivalents
Restricted Fund
Accounts Receivable
Current Financial Assets
Accrued Income
Long Term Investment
Total
Financial Liabilities
Accounts Payable
Dividend Payable
Accrued Expenses
Other Short Term Financial Liabilities
Current Maturity of Long Term Debt
Bank Loan
Long Term Debt net of Current Maturity
Bank Loan
Total

Credit risk

Credit risk of the Company primarily inherent at bank accounts, account receivables and other receivables.

The Company does not have significant concentration of credit risk. The Company has a policy to ensure that services are only done with consumers who have good credit history. In addition, receivable balances are monitored on an ongoing basis to reduce exposure to bad debts.

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Pada tanggal pelaporan, eksposur maksimum Perusahaan terhadap risiko kredit adalah sebesar nilai tercatat masing-masing kategori aset keuangan yang disajikan pada laporan posisi keuangan.

At the reporting date, the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets presented in the statements of financial position.

Perusahaan mengelola risiko kredit yang terkait dengan rekening bank dan piutang dengan memonitor reputasi, peringkat kredit, dan membatasi risiko agregat dari masing-masing pihak dalam kontrak. Untuk bank, hanya pihak-pihak independen dengan predikat bank yang diterima.

The Company manages credit risk exposed from its deposits with banks and receivables by monitoring reputation, credit ratings and limiting the aggregate risk to any individual counterparty. For banks, only independent parties with a good rating are accepted.

Kualitas kredit dari aset keuangan baik yang belum jatuh tempo atau tidak mengalami penurunan nilai dapat dinilai dengan mengacu pada peringkat kredit eksternal (jika tersedia) atau mengacu pada informasi historis mengenai tingkat gagal bayar debitur:

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty defaults rates:

Tabel di bawah ini merangkum analisis umur aset keuangan:

The tables below summarized the aging analysis of financial assets:

	2021					
	1 - 30 hari/ days Rp	31 - 60 hari/ days Rp	61 - 90 hari/ days Rp	> 90 hari/ days Rp	Jumlah/ Total Rp	
Aset Keuangan						Financial Assets
Kas dan Setara Kas	914,585,624,845	--	--	--	914,585,624,845	Cash and Cash Equivalents
Dana yang Dibatasi Penggunaannya	148,085,350,342	--	--	--	148,085,350,342	Other Current Financial Assets
Piutang Usaha	167,074,278,414	59,918,806,207	2,350,899,501	5,053,043,568	234,397,027,690	Accounts Receivables
Aset Keuangan Lancar Lainnya	--	--	--	5,900,009,762	5,900,009,762	Current Financial Assets
Pendapatan Masih Harus Diterima	13,190,487	--	--	--	13,190,487	Accrued Income
Investasi Jangka Panjang	--	--	--	54,853,000,000	54,853,000,000	Long Term Investment
Total Aset Keuangan	1,229,758,444,088	59,918,806,207	2,350,899,501	65,806,053,330	1,357,834,203,126	Total Financial Assets
	2020					
	1 - 30 hari/ days Rp	31 - 60 hari/ days Rp	61 - 90 hari/ days Rp	> 90 hari/ days Rp	Jumlah/ Total Rp	
Aset Keuangan						Financial Assets
Kas dan Setara Kas	611,613,812,355	--	--	--	611,613,812,355	Cash and Cash Equivalents
Dana yang Dibatasi Penggunaannya	124,272,213,100	--	--	--	124,272,213,100	Other Current Financial Assets
Piutang Usaha	49,565,932,734	14,899,759,398	1,512,705,000	4,101,310,578	70,079,707,710	Accounts Receivables
Aset Keuangan Lancar Lainnya	--	--	--	917,880,778	917,880,778	Current Financial Assets
Pendapatan Masih Harus Diterima	13,190,487	--	--	--	13,190,487	Accrued Income
Investasi Jangka Panjang	--	--	--	53,080,000,000	53,080,000,000	Long Term Investment
Total Aset Keuangan	785,465,148,676	14,899,759,398	1,512,705,000	58,099,191,356	859,976,804,430	Total Financial Assets

Risiko likuiditas

Perusahaan mempunyai pinjaman yang sebagian besar merupakan pinjaman jangka panjang. Perusahaan mengantisipasi risiko likuiditas ini dengan mensyaratkan tersedianya kas dan setara kas dalam jumlah yang memadai untuk melunasi pinjaman yang jatuh tempo, juga mencadangkan dana untuk pembayaran bunga atas pinjaman.

Liquidity risk

The Company has borrowings which are mainly long term. To anticipate this liquidity risk, the Company requires that sufficient cash and cash equivalents are available to meet payment of loans and its interests.

Pemetaan aset dan liabilitas keuangan dalam skala waktu tertentu (*maturity buckets*) berdasarkan sisa jangka waktu sampai dengan jatuh tempo (*remaining maturity*) pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

Mapping of financial assets and liabilities within certain period (maturity buckets) based on the remaining term to maturity (remaining maturity) on December 31, 2021 and 2020, is as follows:

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2021					
Tidak Ditentukan/ Undetermined	0 - 1 Tahun/ 0 - 1 Year	> 1 Tahun/ > 1 Years	Jumlah/ Total		
Utang Usaha	167,414,034,913	--	167,414,034,913		Accounts Payables
Utang Deviden	15,503,493,154	--	15,503,493,154		
Liabilitas Keuangan Jangka Pendek Lainnya	5,160,597,766	--	5,160,597,766		Other Short Term Financial Liabilities
Beban Akrua	151,219,088,941	--	151,219,088,941		Accrued Expenses
Bagian Liabilitas Jangka Panjang Jatuh Tempo dalam Waktu Satu Tahun					Current Maturity of Long Term Debt
Utang Bank	59,442,469,856	--	59,442,469,856		Bank Loan
Bagian Liabilitas Jangka Panjang Setelah dikurangi yang Jatuh Tempo dalam Waktu Satu Tahun					Long Term Debt net of Current Maturity
Utang Bank	--	229,961,248,395	229,961,248,395		Bank Loan
Jumlah	398,739,684,630	229,961,248,395	628,700,933,025		Total
2020					
Tidak Ditentukan/ Undetermined	0 - 1 Tahun/ 0 - 1 Year	> 1 Tahun/ > 1 Years	Jumlah/ Total		
Utang Usaha	96,394,739,647	--	96,394,739,647		Accounts Payables
Liabilitas Keuangan Jangka Pendek Lainnya	7,091,470,534	--	7,091,470,534		Other Short Term Financial Liabilities
Beban Akrua	130,228,720,699	--	130,228,720,699		Accrued Expenses
Bagian Liabilitas Jangka Panjang Jatuh Tempo dalam Waktu Satu Tahun					Current Maturity of Long Term Debt
Utang Bank	44,581,852,392	--	44,581,852,392		Bank Loan
Bagian Liabilitas Jangka Panjang Setelah dikurangi yang Jatuh Tempo dalam Waktu Satu Tahun					Long Term Debt net of Current Maturity
Utang Bank	--	304,264,335,715	304,264,335,715		Bank Loan
Jumlah	278,296,783,272	304,264,335,715	582,561,118,987		Total

Risiko Suku Bunga Pasar

Tabel di bawah ini merupakan tingkat suku bunga rata-rata per tahun untuk posisi aset dan liabilitas keuangan untuk tahun-tahun yang berakhir pada 31 Desember 2021 dan 2020.

Interest Rate Risk

The table below represents the average of interest rate per year for the financial assets and financial liabilities as of December 31, 2021 and 2020.

2021							
Tingkat Bunga Mengambang/ Floating Rate		Tingkat Bunga Tetap/ Fixed Rate		Tanpa Bunga/ Non Interest Bearing	Total		
Kurang Dari Satu Tahun/ Less than One Year Rp	Lebih Dari Satu Tahun/ More than One Year Rp	Kurang Dari Satu Tahun/ Less than One Year Rp	Lebih Dari Satu Tahun/ More than One Year Rp	Rp	Rp		
Aset Keuangan							Financial Assets
Kas dan Setara Kas	908,545,825,145	--	--	6,039,799,700	914,585,624,845		Cash on Hand and in Banks
Dana Dibatasi Penggunaannya	--	--	--	148,085,350,342	148,085,350,342		Restricted Fund
Piutang Usaha	--	--	--	234,397,027,690	234,397,027,690		Trade Receivables
Aset Keuangan Lancar Lainnya	--	--	--	5,900,009,762	5,900,009,762		Current Financial Asset
Pendapatan Yang Masih Akan Diterima	--	--	--	13,190,487	13,190,487		Accrued Income
Investasi Jangka Panjang	--	--	--	54,853,000,000	54,853,000,000		Long Term Investment
Total Aset Keuangan	908,545,825,145	--	--	449,288,377,981	1,357,834,203,126		Total Financial Assets
Liabilitas Keuangan							Financial Liability
Utang Usaha	--	--	--	167,414,034,913	167,414,034,913		Trade Payables
Utang Deviden	--	--	--	15,503,493,154	15,503,493,154		Dividend Payable
Liabilitas Keuangan Jangka Pendek Lainnya	--	--	--	5,160,597,766	5,160,597,766		Other Short Term Financial Liabilities
Beban Akrua	--	--	--	151,219,088,941	151,219,088,941		Accrued Expenses
Bagian Liabilitas Jangka Panjang Jatuh Tempo dalam Waktu Satu Tahun							Current Maturity of Long Term Debt
Utang Bank	59,442,469,856	--	--	--	59,442,469,856		Bank Loan
Liabilitas Sewa	--	--	--	963,296,607	963,296,607		Lease Liabilities
Bagian Liabilitas Jangka Panjang Setelah dikurangi yang Jatuh Tempo dalam Waktu Satu Tahun							Long Term Debt net of Current Maturity
Utang Bank	--	229,961,248,395	--	--	229,961,248,395		Bank Loan
Total Liabilitas Keuangan	59,442,469,856	229,961,248,395	--	340,260,511,381	629,664,229,632		Total Financial Liability
Neto	849,103,355,289	(229,961,248,395)	--	109,027,866,600	728,169,973,494		Net

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	2020						
	Tingkat Bunga Mengambang/ Floating Rate		Tingkat Bunga Tetap/ Fixed Rate		Tanpa Bunga/ Non Interest Bearing	Total	
	Kurang Dari Satu Tahun/ Less than One Year Rp	Lebih Dari Satu Tahun/ More than One Year Rp	Kurang Dari Satu Tahun/ Less than One Year Rp	Lebih Dari Satu Tahun/ More than One Year Rp	Rp	Rp	
Aset Keuangan							Financial Assets
Kas dan Setara Kas	602,601,281,455	--	--	--	9,012,530,900	611,613,812,355	Cash on Hand and in Banks
Dana Dibatasi Penggunaannya	--	--	--	--	124,272,213,100	124,272,213,100	Restricted Fund
Piutang Usaha	--	--	--	--	70,079,707,710	70,079,707,710	Trade Receivables
Aset Keuangan Lancar Lainnya	--	--	--	--	917,880,778	917,880,778	Current Financial Asset
Pendapatan Yang Masih Akan Diterima	--	--	--	--	13,190,487	13,190,487	Accrued Income
Investasi Jangka Panjang	--	--	--	--	53,080,000,000	53,080,000,000	Long Term Investment
Total Aset Keuangan	602,601,281,455	--	--	--	257,375,522,975	859,976,804,430	Total Financial Assets
Liabilitas Keuangan							Financial Liability
Utang Usaha	--	--	--	--	96,394,739,647	96,394,739,647	Trade Payables
Liabilitas Keuangan Jangka Pendek Lainnya	--	--	--	--	7,091,470,534	7,091,470,534	Other Short Term Financial Liabilities
Beban Akrua	--	--	--	--	130,228,720,699	130,228,720,699	Accrued Expenses
Bagian Liabilitas Jangka Panjang							Current Maturity of Long Term Debt
Jatuh Tempo dalam Waktu Satu Tahun							Bank Loan
Utang Bank	44,581,852,392	--	--	--	--	44,581,852,392	Lease Liabilities
Liabilitas Sewa	--	--	--	--	728,774,407	728,774,407	
Bagian Liabilitas Jangka Panjang Setelah dikurangi yang Jatuh Tempo dalam Waktu Satu Tahun							Long Term Debt net of Current Maturity Bank Loan
Utang Bank	--	304,264,335,715	--	--	--	304,264,335,715	
Total Liabilitas Keuangan	44,581,852,392	304,264,335,715	--	--	234,443,705,287	583,289,893,394	Total Financial Liability
Neto	558,019,429,063	(304,264,335,715)	--	--	22,931,817,688	276,686,911,036	Net

Perusahaan menunjukkan sensitivitas terhadap perubahan yang mungkin terjadi pada suku bunga, dimana semua variabel lainnya dianggap tetap, terhadap laba Perusahaan untuk periode yang berakhir 31 Desember 2021 dan 2020 (melalui dampak atas suku bunga suku bunga JIBOR untuk pinjaman dalam Rupiah).

Analisis sensitivitas di bawah ini telah ditentukan berdasarkan eksposur suku bunga untuk non-derivatif pada akhir tahun pelaporan. Untuk liabilitas tingkat bunga mengambang, analisis tersebut disusun dengan asumsi jumlah liabilitas terutang pada akhir tahun pelaporan itu terutang sepanjang tahun. Kenaikan atau penurunan sebesar 0,5% digunakan ketika melaporkan risiko suku bunga secara internal kepada manajemen kunci dan merupakan penilaian manajemen terhadap perubahan yang mungkin terjadi pada suku bunga.

Pada tanggal 31 Desember 2021 dan 2020, jika tingkat suku bunga atas utang bank 0,5% lebih tinggi/lebih rendah dengan asumsi semua variabel konstan, laba setelah pajak dalam tahun berjalan akan menjadi lebih rendah/tinggi sebesar Rp 1.447.018.591 (31 Desember 2020: Rp1.744.230.941).

b. Estimasi Nilai Wajar

Nilai wajar aset dan liabilitas keuangan diestimasi untuk keperluan pengakuan dan pengukuran atau untuk keperluan pengungkapan.

The Company demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, of the Company's profit for the period ended December 31, 2021 and 2020 (through the impact on the floating rate borrowings which is based on on JIBOR for Rupiah borrowings)

The sensitivity analysis below has been determined based on the exposure to interest rates for non-derivative instruments at the end of the reporting year. For floating rate liabilities, the analysis is prepared assuming the amount of the liability outstanding for the whole year. A 0.5 % increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonable possible change in interest rates.

As of December 31, 2021 and 2020, if interest rates on bank loans had been 0.5% lower/higher with all other variables held constant, the post-tax profit for the year would have been Rp1,447,018,591 (December 31, 2020 Rp1,744,230,941).

b. Fair Value Estimation

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

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Tabel di bawah ini menggambarkan nilai tercatat dan nilai wajar dari aset dan liabilitas keuangan:

The fair value of financial assets and liabilities and their carrying amounts are as follows:

	2021		2020		
	Nilai Tercatat/ Carrying Value Rp	Nilai Wajar/ Fair Value Rp	Nilai Tercatat/ Carrying Value Rp	Nilai Wajar/ Fair Value Rp	
Aset Keuangan					Financial Assets
Kas dan Setara Kas	914,585,624,845	914,585,624,845	611,613,812,355	611,613,812,355	Cash and Cash Equivalent
Dana Dibatasi Penggunaannya	148,085,350,342	148,085,350,342	124,272,213,100	124,272,213,100	Restricted Fund
Piutang Usaha	234,397,027,690	234,397,027,690	70,079,707,710	70,079,707,710	Accounts Receivables
Aset Keuangan Lancar Lainnya	5,900,009,762	5,900,009,762	917,880,778	917,880,778	Current Financial Asset
Pendapatan Masih Harus Diterima	13,190,487	13,190,487	13,190,487	13,190,487	Accrued Income
Investasi Jangka Panjang	54,853,000,000	54,853,000,000	53,080,000,000	53,080,000,000	Long Term Investment
Jumlah	1,357,834,203,126	1,357,834,203,126	859,976,804,430	859,976,804,430	Total
Liabilitas Keuangan					Financial Liabilities
Liabilitas Keuangan yang Diukur pada Biaya Perolehan					Financial Liabilities Measured at Amortized
Diamortisasi					Measured
Utang Usaha	167,414,034,913	167,414,034,913	96,394,739,647	96,394,739,647	Accounts Payables
Utang Deviden	15,503,493,154	15,503,493,154	--	--	Dividend Payable
Liabilitas Keuangan Jangka Pendek Lainnya	5,160,597,766	5,160,597,766	7,091,470,534	7,091,470,534	Other Short Term Financial Liabilities
Beban Akrua	151,219,088,941	151,219,088,941	130,228,720,699	130,228,720,699	Accrued Expenses
Bagian Liabilitas Jangka Panjang Jatuh Tempo dalam Waktu Satu Tahun					Current Maturity of Long Term Debt
Utang Bank	59,442,469,856	59,442,469,856	44,581,852,392	44,581,852,392	Bank Loan
Bagian Liabilitas Jangka Panjang Setelah dikurangi yang Jatuh Tempo dalam Waktu Satu Tahun					Long Term Debt net of Current Maturity
Utang Bank	229,961,248,395	229,961,248,395	304,264,335,715	304,264,335,715	Bank Loan
Jumlah	628,700,933,025	628,700,933,025	582,561,118,987	582,561,118,987	Total

Pengukuran nilai wajar diakui dalam laporan posisi keuangan

Tabel berikut ini memberikan analisis dari instrumen keuangan yang diukur setelah pengakuan awal sebesar nilai wajar, dikelompokkan ke Tingkat 1 sampai 3 didasarkan pada sejauh mana nilai wajar diamati.

- Tingkat 1 pengukuran nilai wajar adalah yang berasal dari harga kuotasi (tak disesuaikan) dalam pasar aktif untuk aset atau liabilitas yang identik.
- Tingkat 2 pengukuran nilai wajar adalah yang berasal dari input selain harga kuotasi yang termasuk dalam Tingkat 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung (misalnya harga) atau secara tidak langsung (misalnya deviasi dari harga).
- Tingkat 3 pengukuran nilai wajar adalah yang berasal dari teknik penilaian yang mencakup input untuk aset atau liabilitas yang bukan berdasarkan data pasar yang tidak dapat diobservasi (input yang tidak dapat diobservasi).

Fair value measurements recognised in the statement of financial position

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable.

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the assets or liability that are not based on observable market data (unobservable inputs).

	2021				
	Tingkat 1/ Level 1 Rp	Tingkat 2/ Level 2 Rp	Tingkat 3/ Level 3 Rp	Nilai Wajar/ Fair Value Rp	
Aset keuangan					Financial assets
Nilai wajar melalui laba-rugi					Fair value through profit or loss
Investasi jangka panjang	--	--	54,853,000,000	54,853,000,000	Long Term Investment
Jumlah	--	--	54,853,000,000	54,853,000,000	Total

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	2020				
	Tingkat 1/ Level 1 Rp	Tingkat 2/ Level 2 Rp	Tingkat 3/ Level 3 Rp	Nilai Wajar/ Fair Value Rp	
Aset keuangan					Financial assets
Nilai wajar melalui laba-rugi					Fair value through profit or loss
Investasi jangka panjang	--	--	53,080,000,000	53,080,000,000	Long Term Investment
Jumlah	--	--	53,080,000,000	53,080,000,000	Total

c. Manajemen Permodalan

Tujuan Perusahaan dalam mengelola permodalan adalah untuk melindungi kemampuan Perusahaan dalam mempertahankan kelangsungan usaha, sehingga entitas dapat tetap memberikan imbal hasil bagi pemegang saham. Dalam rangka mengelola struktur modal, Perusahaan mungkin menyesuaikan jumlah dividen, menerbitkan saham baru atau menambah/mengurangi jumlah pinjaman.

Perusahaan mengelola risiko ini dengan memonitor rasio utang terhadap ekuitas, yaitu per 31 Desember 2021 dan 2020 masing-masing sebesar 77,61% dan 78,27% dari maksimum yang dipersyaratkan sebesar 3 kali.

c. Capital management

The objective of the Company's capital management is to cover the Company's capability in maintaining its going concern for consistently delivering value to the shareholders. In order to manage its capital structure, the Company may adjust the dividend payment to shareholders, issue new shares or increase/decrease loan.

The Company manages the risk through monitoring Debt to Equity as of December 31, 2021 and 2020 amounting to 77.61% and 78.27% of the maximum required 3 times, respectively.

37. Standar Akuntansi dan Interpretasi Standar yang Telah Disahkan Namun Belum Berlaku Efektif

DSAK-IAI telah menerbitkan beberapa standar baru, amandemen dan penyesuaian atas standar, serta interpretasi atas standar namun belum berlaku efektif untuk periode yang dimulai pada 1 Januari 2021.

Amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2022, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 22: Kombinasi Bisnis tentang Referensi ke Kerangka Konseptual;
- Amendemen PSAK 57: Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi tentang Kontrak Merugi - Biaya Memenuhi Kontrak;
- Amendemen PSAK 16: Aset Tetap tentang Hasil Sebelum Penggunaan yang Diintensikan;
- PSAK 69 (Penyesuaian Tahunan 2020): Agrikultur;
- PSAK 71 (Penyesuaian Tahunan 2020): Instrumen Keuangan; dan
- PSAK 73 (Penyesuaian Tahunan 2020): Sewa.

37. New Accounting Standard and Interpretation of Standard which Has Issued but Not Yet Effective

DSAK-IAI has issued several new standards, amendments and improvement to standards, and interpretations of the standards but not yet effective for the period beginning on January 1, 2021.

Amendment to standards which effective for periods beginning on or after January 1, 2022, with early adoption is permitted, are as follows:

- Amendments PSAK 22: Business Combinations regarding Reference to Conceptual Frameworks;
- Amendments PSAK 57: Provisions, Contingent Liabilities, and Contingent Assets regarding Onerous Contracts – Cost of Fulfilling the Contracts;
- Amendments PSAK 16: Property, Plant and Equipment regarding Proceeds before Intended Use;
- PSAK 69 (Annual Improvement 2020): Agriculture;
- PSAK 71 (Annual Improvement 2020): Financial Instruments; and
- PSAK 73 (Annual Improvement 2020): Leases.

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Amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2023, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Pengungkapan Kebijakan Akuntansi;
- Amendemen PSAK 1: Penyajian Laporan Keuangan tentang Klasifikasi Liabilitas sebagai Jangka Pendek atau Jangka Panjang;
- Amendemen PSAK 25: Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan tentang Definisi Estimasi Akuntansi; dan
- Amendemen PSAK 46: Pajak Penghasilan tentang Pajak Tangguhan terkait Aset dan Liabilitas yang timbul dari Transaksi Tunggal.

Standar baru dan amendemen atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan dini diperkenankan yaitu:

- PSAK 74: Kontrak Asuransi; dan
- Amendemen PSAK 74: Kontrak Asuransi tentang Penerapan Awal PSAK 74 dan PSAK 71 – Informasi Komparatif.

Sampai dengan tanggal laporan keuangan ini diotorisasi, Perusahaan masih melakukan evaluasi atas dampak potensial dari penerapan standar baru, amendemen standar dan interpretasi standar tersebut.

Amendment to standards which effective for periods beginning on or after January 1, 2023, with early adoption is permitted, are as follows:

- Amendments PSAK 1: Presentation of Financial Statements regarding Disclosure of Accounting Policies;
- Amendments PSAK 1: Presentation of Financial Statements regarding Classification of Liabilities as a Current or Non Current;
- Amendments PSAK 25: Accounting Policies, Changes in Accounting Estimates and Errors regarding Definition of Accounting Estimates; and
- Amendments PSAK 46: Income Tax regarding Deferred Tax related to Assets and Liabilities arising from a Single Transaction.

New standard and amendment to standard which effective for periods beginning on or after January 1, 2025, with early adoption is permitted, are as follows:

- PSAK 74: Insurance Contract; and
- Amendments PSAK 74: Insurance Contract regarding Initial Application of PSAK 74 and PSAK 71 – Comparative Information.

As of the issuance date of these financial statement is authorized, the Company is still evaluating the potential impact of the adoption of new standards, amendments to standards and interpretations of these standards.

38. Informasi Tambahan Terkait Arus Kas

38. Additional Information Related to Cash Flows

Tabel dibawah ini menunjukkan rekonsiliasi liabilitas yang timbul dari pendanaan untuk tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020 sebagai berikut:

The table below showed a reconciliation of liabilities arising from financing activities for the years ended December 31, 2021 and 2020 as follows:

	2021				
	Saldo Awal/ Beginning Balance	Arus Kas/ Cash Flow	Non Kas/ Non-cash	Saldo Akhir/ Ending Balance	
	Rp	Rp	Rp	Rp	
Utang Bank Jangka Pendek	100,000,000,000	(100,000,000,000)	--	--	Short Term Bank Loans
Utang Dividen	--	(33,703,246)	15,537,196,400	15,503,493,154	Dividend Payable
Utang Bank Jangka Panjang	348,846,188,105	(59,442,469,854)	--	289,403,718,251	Long Term Bank Loans
Liabilitas Sewa	1,524,899,419	(516,667,572)	138,151,079	1,146,382,926	Lease Liabilities
	2020				
	Saldo Awal/ Beginning Balance	Arus Kas/ Cash Flow	Non Kas/ Non-cash	Saldo Akhir/ Ending Balance	
	Rp	Rp	Rp	Rp	
Utang Bank Jangka Pendek	--	100,000,000,000	--	100,000,000,000	Short Term Bank Loans
Utang Bank Jangka Panjang	251,114,840,003	97,731,348,102	--	348,846,188,105	Long Term Bank Loans
Liabilitas Sewa	--	(834,900,000)	2,359,799,419	1,524,899,419	Lease Liabilities

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39. Reklasifikasi Akun

Beberapa akun dalam laporan keuangan yang berakhir pada 31 Desember 2020 telah direklasifikasi sesuai dengan penyajian laporan keuangan untuk tujuan perbandingan.

	Sebelum Reklasifikasi/ Before Reclassification Rp	Setelah Reklasifikasi/ After Reclassification Rp	
Pendapatan	1,883,277,008,779	1,886,624,486,020	Revenues
Pendapatan Penggantian Subsidi PSO	3,347,477,241	--	PSO Subsidy Replacement Income

40. Peristiwa Penting Lainnya

Dampak Darurat Bencana Wabah Virus Corona

Pada awal tahun 2020, Badan Nasional Penanggulangan Bencana Republik Indonesia mengumumkan berlakunya "Status Keadaan Tertentu Darurat Bencana Wabah Virus Corona" setelah ditemukannya beberapa orang yang teridentifikasi terpapar virus corona. Kondisi darurat ini, kemudian diikuti dengan kebijakan pemerintah yang membatasi kegiatan dan mobilitas masyarakat untuk mencegah penyebaran virus Covid-19. Di sisi lain, pemerintah menugaskan operator transportasi agar tetap beroperasi untuk mendukung mobilitas masyarakat pada sektor-sektor yang telah ditentukan oleh pemerintah.

Berdasarkan kondisi di atas, manajemen melakukan kajian dampak yang ditimbulkan atas kondisi ini, sebagai berikut:

1. Kebijakan pemerintah yang membatasi kegiatan dan mobilitas masyarakat mulai tanggal 16 Maret 2020 memberikan dampak terhadap pendapatan Perusahaan karena volume penumpang KRL mengalami penurunan yang signifikan.
2. Dengan tetap beroperasinya KRL, Perusahaan perlu melakukan upaya tambahan untuk mendukung program pemerintah mencegah penyebaran Covid-19 melalui penerapan *physical distancing* di kereta maupun di stasiun, penyediaan fasilitas pengecekan suhu badan, melakukan disinfeksi di kereta maupun di stasiun, dan hal-hal lainnya.

Penurunan volume penumpang KRL dan upaya pencegahan penyebaran Covid-19 telah berdampak buruk terhadap kinerja keuangan Perusahaan mulai awal tahun 2020.

39. Reclassification of Accounts

Certain accounts in the financial statements for the year ended December 31, 2020 have been reclassified in accordance with the presentation of the financial statements for the purpose of comparison.

40. Other Important Event

Effect of Emergency Conditions Due to Corona Virus

On early 2020, National Agency for Disaster Management of the Republic of Indonesia announced the enactment of "The Specific Emergency Disasters Corona Virus Outbreak Status" after the discovery of several people who were identified as being affected by the Corona Virus (Covid-19). This emergency condition leads to the issuance of government's policy to limit public activities and mobility to prevent the spread of Covid-19 virus. On the other hand, the government has assigned transportation operator to remains operating to support mobility of people from sectors which has been determined by the government.

Based on the above condition, management has assess the impact arising due to this condition, which are:

1. Government's policy to limit public activities and mobility starting March 16, 2020 has affected the Company's revenue due to the significant decrease of KRL's passenger volume.
2. With the KRL remains operating, the Company needs to perform an additional efforts to support the government's program in preventing the spread of Covid-19 through the implementation of *physical distancing* on trains and stations, providing body temperature checking facilities, disinfect trains and stations, etc.

The decrease of KRL's passenger volume and the effort in preventing the spread of Covid-19 has negatively impacts the Company's financial performance on early 2020.

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Dalam menghadapi kondisi tersebut di atas, Manajemen telah membuat rencana dan langkah-langkah sebagai berikut:

1. Melakukan efisiensi biaya yang tidak berkaitan dengan keselamatan perjalanan KRL.
2. Melaksanakan perubahan/addendum kontrak Penyelenggaraan Kewajiban Pelayanan Publik (PSO) agar dampak buruk penurunan volume penumpang sebagian dapat ditanggung oleh pemerintah.
3. Melaksanakan kegiatan usaha sesuai dengan protokol kesehatan yang ketat sesuai dengan kebijakan pemerintah.

Manajemen berkeyakinan bahwa rencana yang disusun dan langkah-langkah yang dilaksanakan tersebut di atas dapat berjalan secara efektif.

Manajemen menyatakan bahwa Dampak dari wabah virus corona (Covid-19) pada awal tahun 2021 sampai tanggal laporan terbit terhadap Perusahaan adalah material.

On dealing with the above condition, the Company has compiled the following plans and steps, which are:

1. *Perform efficiency of cost which unrelated to the KRL's travel safety.*
2. *Implement changes/amendments to the Public Service Obligation (PSO) contract so the negative impact on the decrease of passenger's volume can be partly borne by the government.*
3. *Perform business activities with strict health protocols in accordance to the government's policy.*

The management believes that plans and steps compiled above can be effectively executed.

Management states that the impact of the Corona Virus Outbreak (Covid-19) on early 2021 until the date of report publication towards the Company is material.

**41. Tanggung Jawab dan Otorisasi
Penerbitan Laporan Keuangan**

Manajemen Perusahaan bertanggung jawab atas penyusunan dan isi laporan keuangan yang diotorisasi untuk terbit 9 Februari 2022.

**41. Responsibilities and Authorization For
Issuance of The Financial Statements**

The management of the Company is responsible for the presentation and content of the financial statements which authorized for issuance on February 9, 2022.



Commuter

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